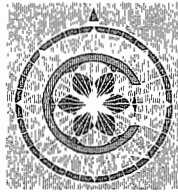


PD-ABT-663



CHEMONICS INTERNATIONAL INC.



# FINAL REPORT

## THE PURSE PROJECT

*Private Participation in Urban Services*

January 1993 - October 1999

USAID Contract No. 497-0373-C-00-3030-00

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December 1999

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## ACKNOWLEDGEMENTS

There is an old adage that observes that while success has many parents, failure is an orphan. Certainly, the achievements of any enterprise as innovative, complex and far-reaching as the PURSE Project are directly attributable to the support and active involvement of innumerable individuals. Chemonics wishes to recognize and salute the significant contributions made to PURSE during the past seven years by a few key people, among many, many others. We benefitted considerably from their timely guidance, insight, wise counsel, constructive criticism, and friendship.

Prof. Dr. Herman Haeruman, Deputy V Bappenas, served as Chairman of the PURSE Steering Committee for most of the seven year history of the Project. In addition to the important element of continuity, Pak Herman's strategic guidance on shifting implementation focus from the central to local level was crucial to the last three years of the Project. Dr. Ir. Bambang Bintoro Soedjito was chairman of the PURSE Tim Teknis and an active PURSE supporter even after his promotion to Deputy III for Infrastructure in Bappenas. Pak Bambang lead the development of a multi-sectoral PPP law, Presidential Decree No. 7 of 1998, which strongly emphasizes transparency and competition, essential elements of PPP.

Pak Bambang's successor as chairman of Tim Teknis, Dr. Ir. Sujana Royat, championed the cause for a more open competitive process at the local level. His support of PURSE's objectives and PPP methodologies, and occasional arm twisting with recalcitrant private sector groups and reluctant local officials, demonstrated the commitment of a true believer. In fact, all of the officials from the cooperating Government agencies deserve our special thanks. Too numerous to mention are the many dedicated individuals from Bappenas MOF/BAKD, MOHA/PUOD and BANGDA, and MPW/Cipta Karya, particularly those at the Working Group (Tim Kerja) level. Despite the many demands on their time, their interest, commitment and dedication to the Project were major factors in its success.

The former head of RHUDO at USAID/Indonesia, Bill Frej was instrumental in developing the PURSE concept and in coordinating the project design. While some viewed PURSE as ahead of its time, a "cutting edge" project, we think history will argue that it was right on schedule.

As the PURSE USAID Project Officer, Timothy Alexander served for four and a half of the seven years of the technical assistance program, and was an unwavering advocate of the Project within the USAID Mission. His successors, Ir. Laila Suryodipuro and James Woodcock, continued this active support. They were partners in the truest sense of the word.

Finally, Chemonics wishes to express our appreciation for the confidence placed in PURSE by those local government and PDAM officials who invited us to assist them in meeting their water supply infrastructure needs, and in improving the quality of life for the people in their communities. Ultimately, that is what PURSE was all about.

## ABBREVIATIONS & ACRONYMS

ADB	Asian Development Bank
BAKD	A division of the Ministry of Finance responsible for regional financial and monetary analysis. A PURSE counterpart agency.
BANGDA	A directorate general within the Ministry of Home Affairs responsible for local level coordination with central government development plans. A PURSE counterpart agency.
BAPPEDA	Regional Development Board
BAPEDAL	Board for the Study of Environmental Impacts
BAPPENAS	National Development Planning Board of the central government. The PURSE Project's lead counterpart agency.
BOO	Build-Own-Operate. A form of PPP infrastructure project.
BOT	Build-Operate-Transfer. A form of PPP infrastructure project.
BUMD	Local level state-owned enterprise (such as a water company).
BUMN	National level state-owned enterprise.
DJCK	Directorate General Cipta Karya. Division of the Department of Public Works responsible for housing and human settlements, including urban infrastructure. A PURSE counterpart agency.
FAM	Financial Analysis Model. Computer model developed by PURSE to assist PDAMs determine the impact of a PPP project on its overall financial condition.
FS	Feasibility Study
GOI	Government of Indonesia. The central government.
IBRD	International Bank for Reconstruction and Development. The World Bank.

IFC	International Finance Corporation. A division of the IBRD.
IMF	International Monetary Fund.
JV	Joint Venture. A partnership established for the purpose of pursuing/implementing a given project for mutual benefit.
KEPPRES	Presidential decree which carries the weight of law.
MOF	Ministry of Finance
MOHA	Ministry of Home Affairs
MOU	Memorandum of Understanding. Agreement between two parties to proceed toward a contract.
MPW	Ministry of Public Works
PDAM	Perusahaan Daerah Air Minum. Local government water company. The principal client of the PURSE Project at the local level.
PERPAMSI	The national association of local government water companies
PET	Procurement Evaluation Team. A group authorized to review PPP projects, procurements and draft contract agreements to ensure their conformity with Keppres 7/1998.
PFS	Pre-Feasibility Study
PLC	Project Life Cycle. Administrative system developed by PURSE to provide step-by-step guidance to PDAM officials implementing PPP projects in the water sector. Comprises two manuals for operations and model documents and contracts.
PP	Project Paper. A USAID project design document which served as the basis for the grant-funded technical assistance contract for PURSE.
PPP	Public-Private Partnerships. A methodology for implementing infrastructure projects requiring significant private sector capital investment.
PUOD	Directorate General for Public Administration and Local Autonomy in the Ministry of Home Affairs. A PURSE counterpart agency.

PURSE SOW	Private Participation in Urban Services Project Scope of Work
TkI	Provincial level government
TkII	Local municipality level government
TOR	Terms of Reference
UEM	Urban Environmental Management. Office in USAID/Indonesia responsible for supervising the implementation of the PURSE Project.
USAID	United States Agency for International Development. Funding agency for the PURSE Project.
WET	Water Enterprise Team. An activity funded by USAID to assist PDAMs address management and cost efficiency issues related to service delivery.

## PREFACE

In the early 1990's, the Government of Indonesia was faced with a dilemma: how to sustain burgeoning economic growth and prosperity when government coffers alone could no longer support it. Until the current political and financial crisis devastated the Indonesian economy, the country's rate of economic growth approached 7 percent per annum, making it one of the new "tigers" of Southeast Asia. Aggressive deregulation of certain aspects of the economy, notably banking, and an emphasis on expanding non-oil revenue sectors such as agriculture and textiles, had provided the country with a more sound economic base. With this surge in prosperity however, came challenges, particularly in the urban areas. Rapid rural-urban migration has been swelling urban centers by over 5 percent a year, with projections that half of the country's population of 202 million would be living in cities by the year 2018. As more and more people flock to the cities in search of employment and a better life, the urban physical infrastructure needed to support them, has become severely strained.

The targets established by the five year development policy and planning guidelines, Repelita VI (1994-98), for both increased service delivery and private participation in the water sector were ambitious. During this five year development planning period, clean water production for urban areas was to increase by some 30,000 litres per second, while small scale supplies were to reach 22,000 villages throughout the archipelago. Of the total capital need of US\$7.8 billion for infrastructure in the sector, more than US\$2 billion had been identified as appropriate for PPP.

In the area of solid waste management, of US\$204 million in planned investment, approximately US\$153 million was expected to come from the private sector.

Although urgently needed in the urban areas, wastewater treatment is vitually nonexistent in Indonesia. The Repelita had programmed US\$268 million as an initial investment in this sector, of which about 75% represented potential investment opportunities for the private sector.

Today, nearing the end of this Repelita, and faced with an unprecedented economic and political crisis which threatens to un-do in real terms many of the significant achievements of the past quarter century, Indonesia finds itself needing more than ever to create an environment conducive to private investment, in particular to leverage private sector capital, technology and expertise to build the country's urban infrastructure.

For seven years the PURSE Project collaborated with the central Government to help shape the "transaction framework", or enabling environment, to foster public-private partnerships (PPPs) in urban environmental infrastructure. During this period, PURSE worked with some seventeen municipalities pursuing actual PPP deals, primarily in the area of water supply.

Major Project accomplishments include:

- 1) **Five contracts signed with the private sector** in PURSE demonstration project cities valued at nearly \$1.34 billion.

- 2) Preparation for the first **competitively tendered water projects** in the country, Pontianak and Manado, are now underway.
- 3) Development of the **Project Life Cycle**, an administrative system offering step-by-step guidance to local government and PDAM officials in carrying out a PPP in the water sector.
- 4) Development of five-module **in-country training program** in Bahasa Indonesia and over 900 central and local level participants trained in PPP. This in-country program is being institutionalized in the Indonesian Association for Water Utilities (PERPAMSI).
- 5) Preparation of a **Risk Management System and Handbook** to assist local government and PDAM officials better understand and appropriately allocate the various risks inherent in a PPP water project. The Handbook is in both English and Bahasa Indonesia languages.
- 6) Development of a **Financial Analysis Model and User's Manual** (in English as well as Bahasa Indonesia) for both BOT and Concession agreements to enable officials to determine the impacts of PPP projects on the financial health of the PDAMs.
- 7) Increased **awareness of and support for PPP among government officials** and the general public resulted in a Presidential Decree (Keppres) No. 7 of 1998, which stressed the need for an open, transparent and competitive process for securing private investment in nearly all sectors of public infrastructure. This awareness and understanding of the benefits of PPP was fostered in large part by PURSE's training programs, organization of and participation in seminars and conferences, and close interaction with officials at both the central and local level (through the demonstration projects component). Dr. Ir. Sujana Royat, Chairman of the PURSE Tim Teknis, frequently referred to this change of "mind set" of the people as perhaps PURSE's greatest accomplishment.

#### Lessons Learned:

- Without adherence to the existing legal and regulatory framework, the PPP project development and implementation process will lack credibility and investor confidence will be undermined. As a result, the costs associated with greater political or regulatory risk will rise, resulting in higher costs to the consumer, or no project at all. **In short, following a "rule of law" is essential.**
- To be viable as PPPs, infrastructure projects must be thoroughly and professionally developed. Demand forecasts must be as accurate and realistic as possible, technical alternatives must be evaluated, and costs reasonably assessed. To do the job correctly, local government and PDAMs must be willing to invest the time and resources necessary to develop PPP projects that will be attractive to potential investors. **Proper due diligence is required.**



- Interested private investors must be thoroughly and impartially pre-qualified. The skill, experience, knowledge, and financial strength of the private party partner (not political connections) must be the factors determining the capability of the investor to develop and finance a PPP project. **Pre-qualification of the tenderers is a necessary pre-condition to a successful project.**
- The lack of competition, openness and transparency has mitigated against the interests of the consumer. Sole source, direct negotiation contracts do not provide proper incentives to the private sector to achieve the lowest possible overall cost, most efficient project technology or operations cost structure. This inevitably results in higher-than-necessary tariffs for the consumer. **Competition results in the best deal for the consumer.**
- The inexperience of local government and PDAM officials relative to that of the investor emphasizes the **need for professional consulting expertise** (technical, legal, financial) to assist PDAMs in the identification and formulation of the PPP project, and structuring and negotiation of the contract.
- To encourage infrastructure development in a time of political and economic uncertainty, the **Government must consider appropriate forms of credit enhancement support** to PPP projects. Such support, tailored appropriately to the circumstances of individual projects, would help offset project costs, reduce risk, enhance investor confidence and minimize negative impacts on consumer tariffs.

This report makes the following **recommendations** to the GOI and donor organizations:

- 1) **Institutional homes within Government for the various PURSE products and tools** (Project Life Cycle, Risk Management System, Financial Analysis Model, training program, etc.) must be found to ensure continuation of the PURSE effort and sustainability of the GOI's infrastructure privatization program.
- 2) Recent efforts by the Government to **encourage a more open, transparent and competitive process** in the procurement of PPP partners in the infrastructure sector, as reflected in Keppres 7/98, need to be encouraged and sustained.
- 3) PURSE supports the **development of credit enhancement mechanisms** to attract private investment and reduced perceived risk.
- 4) In light of the May 1999 decentralization legislation, the **roles of provincial and local governments and water utilities should be clarified** with respect to PPP projects.
- 5) To optimize the future potential for efficient and cost effective services in the water sector, PURSE believes that the **Government should embark on a program of true corporatization and**

*privatization of the PDAMs*, either through the establishment of a utility authority, an auction, or some other form of asset divestiture.

6) Some form of **continued assistance to PDAMs** is required to optimize PPP potential in the water sector. Based on our PURSE experience, Chemonics proposes an integrated program which combines donor-financed loans and equity participation in selected PPP projects, with technical assistance to help identify and structure viable PPP projects and prepare tender documents and negotiate good contracts. We believe that USAID has an important role to fill in this regard.

## **Scope of this Report**

This report summarizes the work and accomplishments of each of the three major Project components -- Policy, Legal & Regulatory, Demonstration Projects, and Training and Communications -- and presents some of the more critical lessons learned from the seven year PURSE experience. The report concludes with a series of recommendations to the Government and USAID to support the achievements of the Project in ensuring sustainability for PPP. In addition to a few brief appendices at the end of this report, a second volume contains a number of Annexes, including an annotated bibliography of all PURSE official reports, a listing of the Project's library holdings, budget summary, and final inventory report.

## PENDAHULUAN

Pada awal 90 an, Pemerintah Indonesia menghadapi suatu dilema : Bagaimana mempertahankan kemajuan pertumbuhan ekonomi yang cukup pesat dan kemakmuran dimana dana pemerintah itu sendiri tidak lagi mampu untuk mendukungnya. Sebelum keadaan menjadi seperti ini, dimana krisis ekonomi dan politik terjadi pada perekonomian Indonesia, tingkat pertumbuhan ekonomi mencapai 7% per tahun, menjadikan Negara ini "macam baru" dari Asia Tenggara. Deregulasi yang cukup agresif pada beberapa aspek tertentu pada perekonomian, khususnya perbankan, dan peningkatan pendapatan Non-Migas seperti halnya pertanian dan tekstil, telah memberikan negara ini dasar ekonomi yang cukup baik. Dengan kemakmuran yang cukup pesat itu, tantangan baru bermunculan, umumnya di daerah perkotaan. Pertumbuhan perpindahan yang pesat dari pedesaan ke perkotaan, kepadatan penduduk di perkotaan meningkat melebihi 5% pertahunnya, dengan proyeksi bahwa setengah dari 202 juta penduduk akan tinggal di perkotaan pada tahun 2018. Orang-orang semakin banyak berdatangan ke kota untuk mencari pekerjaan dan kehidupan yang lebih baik, infrastruktur fisik perkotaan yang diperlukan untuk menampung mereka telah menjadi aus.

Target yang ditetapkan pada Repelita ke Enam (1994-1998), untuk meningkatkan pelayanan dan peran serta swasta pada bidang air bersih sangat ambisius sekali. Selama periode ini, produksi air bersih untuk daerah perkotaan meningkat mendekati 30.000 liter per detik, dan untuk skala yang lebih kecil mencapai 22,000 desa diseluruh Indonesia. Dari total Modal yang diperlukan yaitu US\$7,8 triliun untuk infrastruktur sektor ini, lebih dari US\$2 triliun telah teridentifikasi untuk KPS (Kerjasama Pemerintah-Swasta).

Untuk pengelolaan persampahan, dari US\$ 204 juta rencana investasi, kira-kira US\$153 juta diharapkan datang dari Pihak Swasta.

Walaupun kebutuhan yang sangat mendesak di daerah perkotaan, pengelolaan air limbah keberadaannya tidak tampak secara nyata di Indonesia. Pada Repelita telah terencana US\$ 268 juta sebagai investasi awal pada sektor ini, yang kurang lebih 75% terwakilkan bagi kesempatan potensial investasi untuk Pihak Swasta

Mendekati akhir Repelita ke Enam, saat ini Indonesia menhadapi krisis politik dan ekonomi secara bersamaan yang mengancam keberhasilan yang telah dicapai hampir seperempat abad, Indonesia harus lebih menciptakan iklim kondusif bagi keterlibatan investasi pihak swasta, pada khususnya pinjaman Modal pihak swasta, teknologi dan kepakaran untuk membangun infrastruktur perkotaan negara ini.

Hampir 6 tahun PURSE Project bekerjasama dengan Pemerintah Pusat untuk membantu membentuk " kerangka kerja transaksi" atau iklim yang baik, untuk mengangkat KPS dalam infrastruktur lingkungan di perkotaan. Selama periode ini, PURSE bekerja dengan 17 Daerah tingkat II untuk melaksanakan kesepakatan KPS secara nyata, khususnya di bidang penyediaan air bersih.

Keberhasilan yang telah dicapai antara lain :

- 1). **Lima kontrak yang telah ditanda tangani oleh Pihak Swasta** di kota-kota demonstrasi proyek dengan nilai mencapai US\$ 1.34 triliun
- 2) Persiapan untuk Pertama kalinya **kompetitif tender proyek air bersih** di negara ini, yaitu Pontianak dan Manado, yang sedang berjalan.
- 3). Pengembangan **Project Life Cycle**, suatu sistem administrasi secara lengkap yang menjadi acuan bagi Pemerintah Daerah dan pejabat PDAM dalam melaksanakan KPS di bidang air bersih.
- 4). Pengembangan lima modul **program pelatihan dalam negeri** dalam bahasa Indonesia dan pelatihan bagi 900 peserta baik pusat maupun daerah dalam KPS. Program pelatihan ini dilembagakan kepada Persatuan Persatuan Air Minum Seluruh Indonesia (PERPAMSI).
- 5). Mempersiapkan **Buku Pedoman Pengelolaan Risiko** untuk membantu Pemerintah Daerah dan Pejabat PDAM untuk lebih mengerti dan mengalokasi risiko dengan lebih baik dalam proyek KPS di bidang air bersih. Buku pedoman ini tersedia dalam Bahasa Inggris dan Indonesia
- 6). Mengembangkan **Financial Analysis Model (Model Analisa Keuangan)** beserta dengan **Buku Petunjuk Pemakainya** (Bahasa Inggris dan Indonesia) baik BOT dan Kerjasama Konsesi yang menuntun para pejabat untuk menentukan pengaruh proyek KPS terhadap kesehatan keuangan PDAM.
- 7). Meningkatkan **kesadaran dan dukungan untuk KPS** diantara para pejabat **Pemerintahan** dan secara umum yang dapat dilihat pada Keppre no. 7 tahun 1998, dimana menekankan akan kebutuhan iklim keterbukaan, transparant dan proses kompetitive dalam menjamin investasi swasta pada infrastruktur umum di semua sektor. Kesadaran dan pengertian akan keuntungan dari KPS terangkat pada program-program pelatihan PURSE, organisasi dan partisipasi pada seminar dan konferensi, serta interaksi yang cukup dengan para pejabat di tingkat pusat dan daera (melalui komponen demonstrasi proyek). Dr. Ir. Sujana Royat, Ketua Tim Tehnis, seringkali menghubungkan perubahan ini kepada "pola pikir" para pejabat yang mungkin merupakan puncak keberhasilan PURSE.

Menjadi bahan pelajaran :

- Tanpa mengindahkan kepada peraturan dan hukum yang ada saat sekarang ini, proses pengembangan dan pelaksanaan proyek KPS akan berkurang kredibilitasnya dan keyakinan para investor akan berkurang. Sebagai akibatnya, biaya-biaya yang terjadi yang berhubungan dengan meningkatnya risiko politik akan meningkat, yang mengakibatkan tingginya biaya terhadap konsumen, atau tidak proyek sama sekali. **Dengan kata lain, mengikuti**

**peraturan yang adalah sangat penting sekali.**

- Untuk menjadi layak sebagai KPS, proyek infrastruktur harus benar-benar dibuat profesional. Perkiraan Permintaan harus akurat dan realistis mungkin, alternatif teknis harus dievaluasi, dan biaya yang wajar harus didapatkan. Untuk mengerjakan pekerjaan ini secara benar, Pemerintah Daerah dan PDAM harus berani menginvestasikan waktu dan sumber daya yang cukup penting untuk mengembangkan proyek KPS yang akan menarik minat investor yang potensial. **Kerja keras akan sangat dibutuhkan.**
- Investor swasta yang berminat harus diteliti dan di lihat kembali secara teliti. Keahlian, pengalaman, pengetahuan, dan kekuatan keuangan dari pihak swasta (bukan karena koneksi) harus menjadi faktor yang menentukan kemampuan investor untuk membangun dan membiaya proyek KPS. **Kualifikasi Pendahuluan dari para peserta tender merupakan persyaratan yang penting agar proyek ini berhasil.**
- Kurangnya persaingan, keterbukaan dan transparansi telah menyebabkannya berkurangnya minat konsumen. Penjualan langsung, negosiasi kontrak secara langsung tidak memberikan insentif yang cukup kepada pihak swasta untuk mencapai biaya keseluruhan yang serendah mungkin, proyek yang lebih efisien teknologi atau struktur biaya operasi. Akibat yang tidak dapat dihindari adalah tingginya tariff yang tidak perlu bagi konsumen. **Hasil dari persaingan adalah kesepakatan yang terbaik bagi konsumen.**
- Kurangnya pengalaman Pemerintah Daerah dan pejabat PDAM menjadikan kebutuhan akan investor menjadi sangat penting dalam **memberikan konsultasi profesional** (teknis, hukum, keuangan) untuk membantu PDAM dalam mengidentifikasi dan memformulasikan proyek KPS, dan menstrukturkan dan negosiasi kontrak.
- Untuk menyakinkan pembangunan infrastruktur pada saat ketidakpastian dalam politik dan ekonomi, **Pemerintah harus mempertimbangkan bentuk-bentuk yang sesuai dari dukungan credit enhancement** kepada proyek KPS. Dukungan tersebut dapat disesuaikan dengan keadaan masing-masing proyek, yang akan menolong menghilangkan biaya-biaya proyek tak perlu, menurunkan resiko, menambah keyakinan investor dan meminimumkan pengaruh negatif pada tarif konsumen.

Laporan ini memberikan **rekomendasi-rekomendasi** kepada Pemerintah Indonesia dan USAID antara lain :

- 1). Keberlangsungan bantuan teknis kepada PDAM dibutuhkan untuk membantu mereka dalam mengidentifikasi dan menstrukturisasi proyek KPS yang layak, dan dalam mempersiapkan dokumen tender dan menegosiasikan kontrak yang baik. **Celah informasi harus diisi.**
- 2). **Pelembagaan kepada Pemerintah untuk berbagai macam produk PURSE dan alatnya**

(Project Life Cycle, Sistem Pengelolaan Risiko, Financial Analysis Model, program pelatihan, dll) harus didapatkan untuk memastikan kelanjutan dari usaha PURSE dan menjaga program penswastanisasian infrastruktur dari Pemerintah Indonesia.

- 3). Usaha saat ini dari Pemerintah untuk **menyakinkan keterbukaan, transparan dan proses kompetitif** dalam pengadaan partner KPS dalam bidang infrastruktur, sebagaimana tereflesikan dalam Keppres 7/98, perlunya dipastikan dan dijaga.
- 4). PURSE mendukung **pengembangan mekanisme dari credit enhancement** untuk menarik investasi swasta dan menurunkan risiko.
- 5). Mengoptimalkan potensi dimasa yang akan datang untuk efisiensi dan efektif biaya dibidang air bersih, PURSE yakin bahwa **Pemerintah harus melakukan program nyata dalam menggabungkan dan menswastanisasian PDAM**, baik melalui pendirian suatu badan serba guna, penawaran tender, atau beberapa bentuk penjualan aset.

### **Cakupan Laporan**

Laporan ini ringkasan dari pencapaian dan tugas dari masing-masing komponent proyek --- Hukum dan Perundang-undangan, Demonstrasi proyek serta Pelatihan dan Komunikasi -- dan beberapa hal yang lebih penting yang patut menjadi pelajaran dari 7 tahun pengalaman PURSE Proyek. Laporan ini mencakup beberapa rekomendasi kepada Pemerintah Indonesia dan USAID untuk mendukung apa yang telah dicapai oleh PURSE proyek dalam menjaga kelangsungan KPS. Sebagai tambahan beberapa lampiran pada akhir laporan ini, volume ke dua berisikan beberapa tambahan, termasuk didalamnya bibliograpy dari laporan-laporan yang dikeluarkan oleh PURSE, daftar perpustakaan, ringkasan perencanaan biaya, dan laporan akhir dari inventory.

# **1 INTRODUCTION**

This document is the Final Report of the Private Participation in Urban Services (PURSE) Project implemented by Chemonics International Inc. of Washington, DC, the institutional contractor. Funded by a grant to the Government of Indonesia by the U.S. Agency for International Development (USAID), the PURSE Project was a seven-year effort to assist the GOI to increase the stock of urban environmental infrastructure (water supply, wastewater treatment and solid waste management) through private sector investment in, and operation, management and ownership of infrastructure services, facilities, and systems.

## **A. Background and Project Design**

Developed in 1991, the concepts and design of the Private Participation in Urban Services (PURSE) Project are as relevant today as when the ideas of private sector investment in urban infrastructure were first beginning to take form in Indonesia. Some eight years ago it may have seemed that the ideas and concepts advocated by PURSE were ahead of their time. Today, however, it can be said that the project design was indeed prescient, and that PURSE, as both project and a symbol for a much broader movement toward greater private participation in Indonesia's national development, represents a development concept whose time has come.

### **A.1 Government of Indonesia's Policy and Legal Framework**

The transition to privately financed and delivered public infrastructure services in Indonesia has been a slow, time-consuming one. Indeed, Article 33 of the country's 1945 constitution holds that "production branches which are important to the country and which provide for the needs of the people must be under the control of the State". This same article notes specifically that water and its resources belong to the nation, and are to be utilized in a manner which benefits the people.

Nevertheless, GOI policy and legal statutes have been moving the country in the direction of private sector participation in infrastructure for the past ten years. Regulations facilitating cooperation between state-owned regional enterprises (such as water companies -- PDAMs) and third parties were clearly permitted in Ministry of Home Affairs Regulation No. 4 of 1990. An earlier MOHA (No. 3 of 1986) allowed for such enterprises to invest in third parties, a phenomenon which has spawned all sorts of appearances (at least) of conflict of interest. The Ministry of Mines and Energy Regulations 02 of 1993 and 03 of 1993 stipulated the use of BOO and BOT contracting structures. There have been other sector-specific regulations issued as well.

The sixth national five year development plan (Repelita VI) for the years 1994-1998, clearly understood the difficulties, psychological and well as implementation, of shifting from public to privately financed, managed, and in some cases even owned, infrastructure. In setting ambitious targets for PPP in the water sector, the Repelita also emphasized the changing roles of government,

noting that PDAMs and other state-owned enterprises needed to shift from acting as providers of infrastructure services to being facilitators or managers of service provision. PURSE found that this changing role, the "letting go" of traditional responsibilities coupled with misperceptions about the incentives of the private sector to provide good service, were among the most challenging hurdles the Project faced.

In January 1998, then-President Suharto issued a potentially far-reaching Presidential decree (Keppres) decree which, if implemented effectively, should radically alter the traditional process of procuring infrastructure services from the private sector. Keppres 7 of 1998 requires transparent, fair and open competition to secure PPPs, and laid out step-by-step procedures, including time frames for most activities, for accomplishing this. PURSE advisors participated in the development of this Keppres.

The current political and economic crisis in Indonesia is having a devastating impact on the quantity and quality of urban infrastructure services, including the water supply sector. New investment by Government has all but ceased. Local governments and PDAMs are finding that funds for capital improvements or even routine maintenance are increasingly limited. Revenue streams from consumers are also drying up, as having to pay even low or subsidized tariffs is becoming too burdensome for many people facing unemployment and skyrocketing prices for staple commodities.

Given the pressures on Government to reduce expenditures from the central budget, the need for private investment in the water sector is more urgent than ever. With the IMF now projecting the economy to grow by only about 1 percent in 2000 after a significant down turn of about 15 percent in 1999, Government needs to explore measures to rectify this situation.

At the same time, the current political situation, while somewhat more stable since the October 1999 presidential election, remains precarious. Investors continue to take a "wait and see" approach toward opportunities in Indonesia. The possibility of renewed social unrest, currency fluctuations and untested national leadership presents a level of investment risk that all but the most intrepid investors will find unacceptable. Indeed, many investors have already been burned in the crisis and are unlikely to return in the near term. This includes investors with existing contracts who have been pressed to renegotiate terms related to inflation and currency risk.

Recent (May 1999) legislation devolving significant administrative and fiscal responsibilities to the provincial and local levels presents opportunities as well as risks to investors. While infrastructure project decision making and approvals may be moved closer to ultimate project beneficiaries, the PPP process has not been clearly articulated and local officials often lack the experience and expertise needed to develop projects and interface with the private sector as an equal and viable partner.

## **A.2 Synopsis of the Project Paper**

Prepared at a time of declining Government revenues to fund the urban infrastructure needed to sustain rapid economic growth, the PURSE Project Paper (PP) defined as the goal of the Project "to increase the stock of infrastructure essential for economic growth and improve the access



to efficiently delivered services that contribute to an improved urban environment."

To achieve this goal, the PP design settled on the purpose of the PURSE Project to "expand the participation of the private sector in the provision of selected urban services (water, wastewater and solid waste) on a sustainable basis through direct investment or contracted participation". This would be accomplished through the provision of technical assistance to:

- a) identify and develop legal and regulatory requirements and procedures;
- b) identify priority areas and acceptable forms of private participation, and;
- c) develop technical and financial prototype agreements for public-private partnerships (PPP).

Wisely, the project designers proposed nearly a six year implementation period for PURSE (the Chemonics contract was extended, incrementally, for more than another year). They recognized not only the complexity of creating a sustainable institutional framework of laws and regulations to encourage and support privatization, but, perhaps more importantly, the time required to change mind sets and perceptions, to educate those in Government responsible for infrastructure development to understand, accept, and promote what for Indonesia was a new and somewhat radical approach to urban services delivery.

## 2 MANAGEMENT OVERVIEW

### A. Project Evolution

In retrospect, the 82-month long PURSE Project can be divided into five identifiable, if somewhat overlapping, phases, each with its own challenges and opportunities, and each with some defining characteristics which distinguish it from the others. Taken together, they represent a progression of events, decisions, frustrations and accomplishments which result in what we believe was largely a successful (if incompletely fulfilled) project for the donor, host government and people of Indonesia. In the case of PURSE, the whole, so to speak, is greater than the sum of its phases/parts.

The **"early years" (January 1993 - June 1994)** were difficult ones for PURSE. Project startup problems abounded and there was more than the usual amount of staff turnover. The contractor scrambled to get things untracked. Complicating factors included hesitation from the Government to fully embrace the scope of the Project. Advisors were discouraged from travelling to the field, and as a result Project activities were limited to academic papers and the occasional seminar in Jakarta. All parties were discouraged, and in February 1994 USAID announced that it was considering cancelling the contract. At this point Chemonics made some wholesale changes in personnel, including strengthening the project management team and hiring the first Indonesian professional expert. In addition to bringing new energy to the project, these changes helped to refocus the Team's efforts, produce some needed deliverables including status reports and work plans, and launch overseas training initiatives. Most importantly, perhaps, communications with the Government client appreciably improved.

During the second phase of the Project, which might be termed the **"institutional strengthening phase" (July 1994 - December 1995)**, PURSE focused on the legal and regulatory environment for PPP, and the development of a "transaction framework" in which PPP projects could actually take place. The Project Life Cycle was conceived and developed with close and intensive support from Government. Additional local professional staff were hired, including a training manager who would devote full time to imbuing central government officials (at first) with a better understanding of what public-private partnerships were all about. An ambitious training program was initiated which included short course and long-term academic degree training in the U.S., and a stepped up program of relevant seminars, conference and workshops both in Indonesia and throughout the region. Also, the first cohort of potential demonstration projects was identified and visits to assess their viability as PPP projects were underway.

By this time, PURSE was moving into a third phase, **"consolidation" (December 1995 - January 1997)**, as an independent evaluation of the Project was initiated by PADCO on behalf of USAID. This evaluation contained a number of constructive observations and recommendations to improve contractor performance and optimize project resources. Among these were to:

- formulate a clear strategy and work plan, and revised end of project objectives with particular attention to sustainability;

- adjust level of effort to ensure that staffing matched proposed tasks;
- optimize completed and operational output (such as the legal work and the Project Life Cycle) and link these to demonstration projects and training;
- strengthen the institutional framework by clarifying the roles of various GOI agencies;
- strengthen linkages with other existing projects, such as the Municipal Finance Project.

These recommendations were particularly appropriate and timely, as PURSE was then preparing its Third Work Plan, which covered the period January 1996 through June 1997.<sup>1</sup> The Third Work Plan responded substantively to all of these recommendations.

Concurrently, PURSE had requested the Chemonics Home Office training manager to come to Jakarta to assist the Project in carrying out a revised life of project training program, with a particular focus on in-country training. PURSE hired a local professional training manager, and developed a comprehensive four (later five) module training program geared mainly toward local government and PDAM officials. Prepared in Bahasa Indonesia, the PURSE program included an overview of PPP, an introduction to the Project Life Cycle and how to actually implement a PPP project, Financial Analysis, contract preparation and negotiation, and risk management.

The fourth phase of the project, "**demonstration projects**" (February 1997 - July 1998), completed the transition of effort from the central to local level, and almost exclusive focus on the Demonstration Projects Component. PURSE products, or "tools" such as the Project Life Cycle, Risk Management Handbook, and Financial Analysis Models were finalized during this last phase. The IQC contract was signed to augment PURSE with additional consulting resources to focus exclusively on demonstration projects, with the objective of bringing a number of project to contract closure. These additional IQC resources were blended seamlessly and harmoniously into the overall PURSE effort. Project facilities (offices space, vehicles, etc.), support, and professional staff were at the full disposal of the entire IQC team.

At the same time, the in-country training program was in high gear. Seventeen pilot programs provided a PPP orientation to over 1,000 government and PDAM officials, including mayors. At the suggestion of Bappenas, the national association of local water companies (PERPAMSI) accepted the challenge of providing the institutional home for the PURSE training program.

The Chemonics PURSE contract was slated to terminate in September 1998. In May of that year, the growing financial crisis wracking the country fueled anti-Suharto demonstrations and violent protests throughout Indonesia. PURSE expatriate advisors and their families were evacuated for

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<sup>1</sup> see Third Work Plan, PURSE Report No. 106.00/96/034. March 1996.

a month. Although Chemonics' Indonesian professional and support staff kept the PURSE office open and valiantly managed to provide some continuity during this trying period, for all practical purposes all active technical assistance under the PURSE Project ended in July 1998.

**July 1998 through October 1999** represents the fifth and final "support functions" phase of the PURSE Project. It is during this period that the two long-term advisors under the PURSE contract (Parente and Strattner) completed their assignments and departed Indonesia, and the Project assumed more of an administrative function in support of the demonstration project activities being carried out under the EUP IQC, and, later WET-1 task order.

## **B. Performance Targets and Indicators**

PURSE was designed as a level of effort (LOE) type contract. Chemonics was required to furnish an agreed-upon number of person months of professional time in specific technical areas. No other requirements were included in the contract to measure contractor performance or the effectiveness of the technical assistance being delivered.

The PURSE Project falls squarely within the parameters of USAID/Indonesia's Strategic Objective Number 4 (SO4) -- Strengthened Urban Environmental Management. Of the three Intermediate Results (IR) developed by Mission as targets against which to measure progress, PURSE most appropriately is placed under IR4.1 -- Adoption of New Policies and Practices to Facilitate Decentralized Financing of Urban Environmental Infrastructure.

The measurable indicators to quantify project and GOI progress against this target include, for PURSE, the **value of signed agreements** (IR4.1.3) between local governments and private firms in providing urban infrastructure services. PURSE also "shared" an indicator with the Municipal Finance Project, IR4.2.2 **increased efficiency of local water utility management**.

To achieve these objectives and results by the end of the project (December 1999), PURSE continued its emphasis on the more practical, field-oriented focus on local government, and the need for service delivery at the demonstration project level. With respect to contracts signed, PURSE demonstration projects saw five PPP contracts signed totalling nearly US\$1.34 billion, against a target of US\$225 million by the completion of the Project.

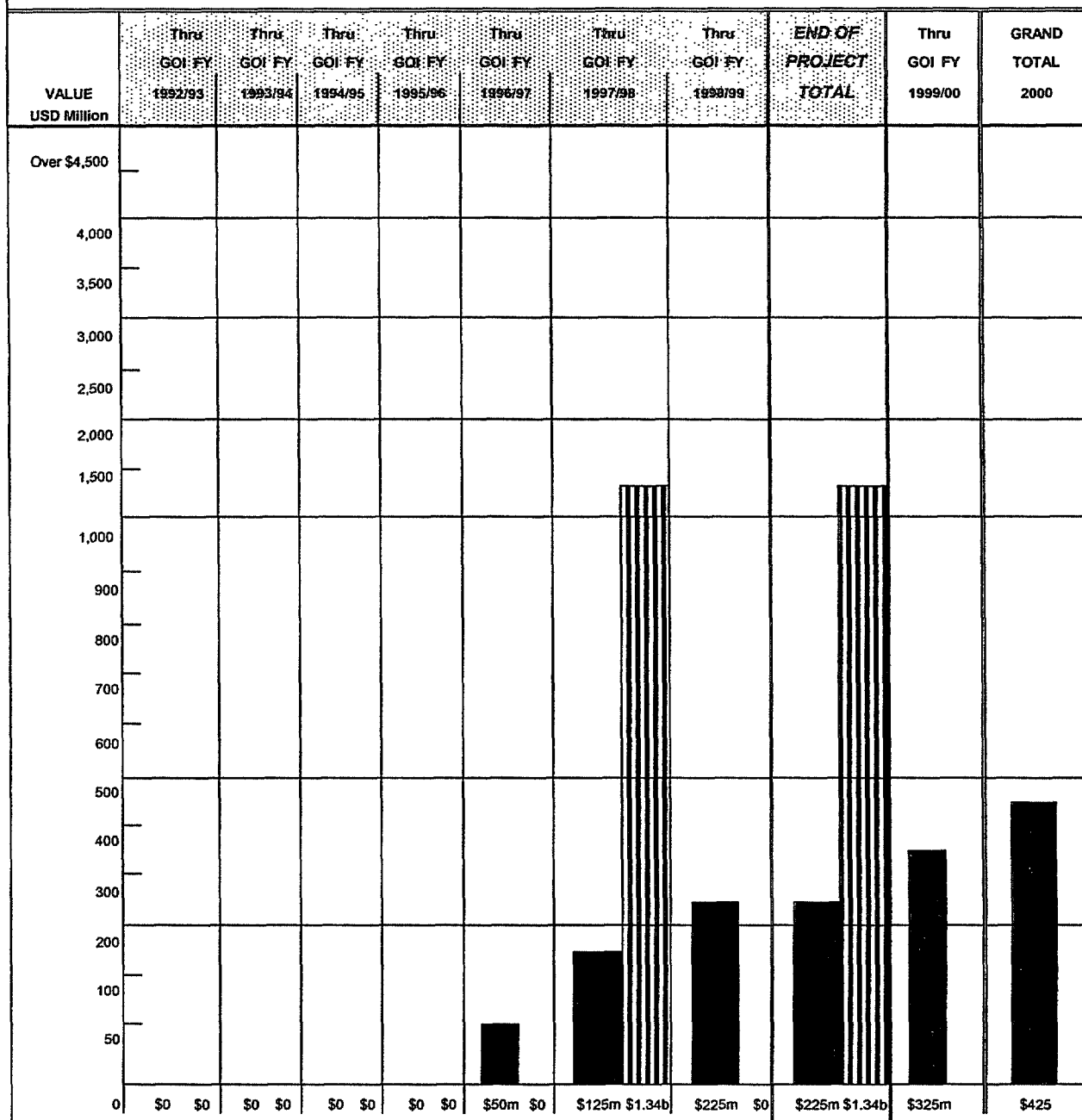
PURSE determined that PDAM management efficiencies could best be obtained through full *concession* agreements, wherein the private investor would take over responsibility for operating the entire water supply system. (BOT-type projects on the other hand, are usually limited to the construction and management of a single facility.)

Consistent with the Agency's **Strategic Objectives** methodology, PURSE proposed a third method for measuring project progress and success: status of PURSE-supported projects according to the Project Life Cycle. Special tables for tracking each demonstration project's progress against the PLC were included in the QPRs. In addition, quarterly benchmarks were proposed for each of the individual tasks to be implemented during the Fourth Work Plan period. The table on the following

# PURSE PROJECT

## VALUE OF DEMONSTRATION PROJECT CONTRACTS SIGNED

Public-Private Partnerships in the Water Sector



\*\* All Values are Cumulative.

Projected Value of Contracts Signed for PURSE Supported Projects per SO4 estimates

Value of Contracts Actually Signed for PURSE Supported Projects



pages summarizes all indicators and benchmarks, by quarter, to be achieved over the remaining life of project.

### **C. Urban Policy Action Plan**

By 1994 Bappenas, with support from USAID, developed a framework to measure progress in urban infrastructure development and the achievement of policy goals established by the GOI in the urban sector. This framework, the Urban Policy Action Plan (UPAP), was linked to Repelita VI policy objectives, and attempted to represent both quantifiable and verifiable indicators by identifying actions to be taken (such as a regulation passed) and assigning specific GOI agencies responsible for achieving them. At USAID's request, PURSE modified its quarterly reporting format to accommodate those UPAP actions to which PURSE was contributing. These included:

- Improve, update and implement minimal technical standards for the design, construction and operation of sanitary landfills and wastewater treatment facilities.
- Update, improve and implement regulations requiring developers to construct and maintain environmental infrastructure as part of their developments.
- Formulate and implement pricing strategies for improved water sector services.
- Develop a project risk management system.
- Institute financial guarantee mechanisms to support BOO/BOT initiatives.
- Select and implement appropriate PPP demonstration projects.
- Establish a legal and regulatory framework for PPP projects.
- Develop technical guidelines and operations procedures for PPPs.

These UPAP actions provided the framework for Project work plan development, and guidance for overall Project implementation.

### **D. Level of Effort**

PURSE utilized a total of **52 professional staff (33 expatriate and 19 local)** with a wide range of technical and management skills and experience. Appendix B to this Report, Life of Project Personnel Schedule, presents an overview in chart form of all long-term and short-term assignments carried out under the Project.

## **E. Budget and Contract Amendments**

Original contract budget -- \$ 11,065,086

Final contract budget -- \$11,308,318

With the assistance of USAID and the support of the GOI, 13 modifications to the Chemonics PURSE contract were effected during the life of Project. While some of these were purely administrative in nature, others more directly impacted on implementation activities. Major contract modifications included were:

Mod. no. 5 (4/11/96) -- a no cost amendment to realign budget and level of effort (LOE).

Mod. no. 6 (5/17/96) -- required a revised quarterly reporting format which attempted to shift the implementation modality from a standard level of effort (LOE) contract to a more "performance based" contract. The new report format tied reporting functions more closely to the USAID Mission's Strategic Objectives and verifiable performance indicators.

Mod. no. 9 (3/4/98) -- added some \$245,000 to the contract for in-country training and to realign Level of Effort.

*An important corollary contracting action related to the use of PURSE program funds was the funding, in January 1997, of a separate Indefinite Quantity Contract (IQC) vehicle to provide four long-term professionals (two each expatriate and local engineers and financial analysts) to work full-time in pursuit of closing deals on PURSE demonstration projects.*

Mod. no. 10 (9/15/98) -- a no cost amendment which extended the project agreement completion date by three months to December 31, 1998. This allowed PURSE (and the IQC team) to continue providing technical assistance services to the demonstration projects. The sharp devaluation of the rupiah had contributed to some substantial savings in the contract. With all local staff salaries, and most local expenditures denominated in local currency, the US Dollar exchange rate proved quite favorable to the PURSE budget. Consequently, PURSE was able to extend the services of many of the local professional and support staff.

Mod. no. 11 1/29/99) -- a second no cost extension, to April 30, 1999, to allow the PURSE contract vehicle to continue providing administrative support to the EUP IQC team, and the WET-1 (Water Efficiency Team) emergency relief activity.

Mod. no. 13 (9/23/99) -- further extended the project, at no additional cost, to October 31, 1999.

### 3 DETAILED PROJECT ACTIVITIES

This section of the Final Report is organized according to the three original components of the Project -- **policy, legal, and regulatory; demonstration projects; and training and communications.** These components served as the organizational framework for the project design, and facilitated work plan development and the preparation of quarterly and annual performance reports. In reality, however, the implementation of PURSE activities cannot be so easily categorized, as they are highly interrelated and interdependent.

Chemonics believes it important to emphasize that in the course of actual project implementation individual project activities, which might on the surface be ascribed to one project component or other, are in theory and fact integrated and mutually supportive. The graphic on the following page from the Third Work Plan (January 1996 - June 1997) helps to portray these interrelationships. In fact, an entire subsection of the Third Work Plan was dedicated to discussing the importance of better integrating the three original components into a more "holistic" approach, applying the tools developed by the Project on actual demonstration projects, where the local government and PDAM officials had participated in the PURSE in-country PPP training program. In turn, the experience gained on demonstration projects would feed "real life" experience back into the training and help modify PPP regulations and procedures. In the last three years of the Project in particular, PURSE believes that this construct helped articulate the necessary interrelationships among all project activities, and greatly aided the advisory team to foster their integration when actually carrying out the work.

#### A. Policy, Legal & Regulatory Component: Creating the Transaction Framework

##### A1. Background and Objectives of the Component

As of the late 1980's, the Government of Indonesia began to set the stage for private sector participation in the country's infrastructure development program. A number of laws and regulations were issued which permitted local governments and government owned companies at both the national and local levels (BUMNs and BUMDs) to enter into relationships with the private sector to invest in, construct and operate facilities, and perform services heretofore solely within the purview of government. Some sectors made significant strides, while others, perhaps less apparently attractive to private investors, lagged. While toll roads were built and telecommunications services mushroomed, urban environmental infrastructure services found few takers, beyond service contracts for street sweeping, solid waste collection, meter reading and the like. The much needed major private investments in water treatment and distribution facilities, and in wastewater treatment were not materializing.

Something needed to be done. Repelita VI, the national five-year planning document for 1994-98, called for massive private sector participation in infrastructure investment. With the economy then cruising along at a healthy 7% annual rate of growth, and having wisely diversified from a largely oil and agricultural economic base, Indonesia had emerged as one of the new Asian



"tigers" and clearly recognized the role of urban environmental infrastructure in sustaining this impressive rate of development. The questions PURSE helped address were whether the existing legal and regulatory framework was sufficient to stimulate actual transactions with the private sector, and what tools were needed to assist local governments and PDAMs implement these abstract policies to secure private investment in their communities.

## **A2. Main Activities and Accomplishments**

An important initial activity was to conduct a comprehensive inventory of existing government policies, laws and regulations which concerned private participation in the three PURSE sectors. While these laws and regulations were numerous, they were the products of various ministries and agencies, often vague and ambiguous, sometimes duplicative and/or contradictory. Nowhere had they been compiled into a single repository, or analyzed for their content and effect on their collective intention to stimulate and guide the process of PPP in urban infrastructure. PURSE engaged the services of a well-respected local law firm, *Soewito, Suhardiman, Eddymurthy & Kardono (SSEK)* for this purpose.

SSEK prepared two major reports for PURSE. The first provides a **comprehensive synopsis of all laws, decrees (presidential and ministerial), and regulations (ministerial, local)** which may encourage or constrain private sector participation in infrastructure<sup>1</sup>. The second report **analyzes this legal framework** and suggests ten priority areas for Government to improve the legal environment for PPP, and proposes five specific actions to be taken to address those areas of greatest concern. Principal among those actions are the preparation of a PPP law or regulation to address the many legal ambiguities, and the preparation and adoption of clear protocols and procedures for implementing PPP projects.<sup>2</sup>

PURSE was, in fact, already working on the second of these recommended actions. With some 300 local PDAMs as prospective clients, PURSE realized that the Project could not serve all of them directly. A systematic approach to the process of privatization was required; one that could provide overall guidance on the process of doing a PPP, and then training to introduce and reinforce the concepts and methodologies. The **Project Life Cycle** offered local authorities a better appreciation of the issues, risks and rewards of a PPP. Lessons learned in negotiation and contracting could be more easily transferred to other municipalities and PDAMs just embarking on an intimidating privatization journey. Perhaps the Project's single most important product, the Project Life Cycle (PLC) provided an administrative system, how-to-do-it "cook book" approach that would improve the local understanding of privatization. Deals with the private sector would no longer be "one-of-a-

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<sup>1</sup> Soewito, Suhardiman, Eddymurthy & Kardono. *Narrative Description - Indonesian Laws and Regulations on Public-Private Partnerships and Private Sector Participation in the Sectors of Water Supply, Waste Water and Solid Waste*. PURSE Report No. 101.01/94/016 November 1994.

<sup>2</sup> Soewito, Suhardiman, Eddymurthy & Kardono. *Analysis of Legal and Regulatory Constraints, Deficiencies and Omissions in Indonesia Regarding PPP & PSP Projects in Water Supply, Waste Water and Solid Waste Urban Infrastructure*. PURSE Report No. I.C.1.02/95/032 December 1995.

kind", but rather projects would be done in a predictable, systematic, rational, comprehensible manner.

Developed with local government and water utility (PDAM) officials in mind, the six phases of the PLC are a logical breakdown of a PPP project into understandable steps and actions. Prepared with the assistance of the international law firm of White & Case, the **model contracts and documents** offer guidance in the competitive tendering process, structuring agreements, and evaluating proposals. The PLC helps to de-mystify the process of working with the private sector, and shows by example how an open and transparent project procurement is in everyone's interest.

Significantly, the PLC has also been much appreciated by the private sector as well. Investors loath uncertainty and seek to minimize risk. The PLC offers them some measure of comfort in an established, approved methodology, with a document trail and clear approvals process for investing in an infrastructure project.

In 1996 the PLC served as the basis for a **Minister of Home Affairs instruction** for developing water projects with the private sector.<sup>3</sup> This instruction codified the PLC process, and served as a major step in institutionalizing a rational PPP implementation system.

The development of an overarching law or regulation dealing with PPPs as recommended by SSEK proved to be a more complicated and time-consuming task. The resulting **Presidential Decree (Keppres) No. 7 of 1998**, prepared by Bappenas with PURSE and others' assistance, greatly strengthens the requirement for a competitive tender process. While less detailed and specific than PURSE might have preferred, this new multisectoral law, if enforced, will help pave the way for a more open and transparent procurement system. The PLC itself was then revised to accommodate the changes mandated by this Decree.

In transferring responsibility for infrastructure development to the private sector, the PDAMs also transfer much of the risk associated with such projects. Financial risk, construction risk and many other types of risk inherent in these projects are, under the PPP scheme, borne by the private party. There are, however, new elements of risk -- political risk, foreign exchange risk, among others -- of which PDAMs, accustomed to projects funded through government direct transfers and subsidies, are largely unfamiliar. To help local governments and PDAMs better understand these risks and to achieve a successful project, PURSE developed a **Risk Management System & Handbook**.<sup>4</sup> Prepared under subcontract by Chase Manhattan Bank, the Handbook presents a detailed analysis of the risks inherent in a PPP water sector project and the associated strategies for risk allocation and mitigation.

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<sup>3</sup> Instruksi Menteri Dalam Negeri No. 21 of 1996.

<sup>4</sup> Risk Management Handbook, PURSE Report No. 4/12.I.A/97/052. December 1997

Another important tool developed by PURSE is the **Financial Analysis Model (FAM) and User's Manual**.<sup>5</sup> A computerized model designed specifically for PDAMs considering a PPP project, the FAM permits users to evaluate the financial health of the PDAMs, and assesses the feasibility of potential PPP projects and its impact on the financial condition of the PDAM.

The Project Life Cycle, Risk Management System and Financial Analysis Model are also integral elements of the in-country PPP training program developed by PURSE. All of these tools have been developed in both English and Bahasa Indonesia languages and used extensively in the field.

As a result of these efforts, PURSE has helped put into place the major elements required for a "transaction framework" to allow PPP projects to developed and be implemented successfully.

### **A3. Issues**

A principal concern of any development effort is long-term sustainability. While it took nearly six years to get the privatization framework in place, can the momentum for PPP continue? Can the progress to encourage private investment and structure projects in an open and transparent manner be maintained? PURSE believes they can. In the past three years, PURSE has witnessed a remarkable transformation in Government's commitment to PPP. The new Repelita VII under development, the issuance of Keppres 7/98, and the initial steps to establish a PPP Center are all testimony to this fact. The \$1.34 billion in signed deals, although not competed, has given the Government experience in developing projects and negotiating contracts with the private sector. With the current financial crisis straining Government coffers to the breaking point, the PPP alternative is looking more attractive than ever. And finally, with the increased call for "clean government", and intensive scrutiny from the IMF and international community at large, Indonesia knows that the old ways of doing business are no longer acceptable.

Nevertheless, for the PURSE efforts to be truly sustained, three things must happen. The Government must:

- institutionalize PURSE products and the training program within Government institutions;
- enforce the spirit of Keppres 7/98 other legal and regulatory systems and procedures in place, and;
- clarify and enforce the two May 1999 decentralization laws.

Achieving these objectives will not only help sustain the considerable privatization momentum created during the life of the PURSE Project, but will also give private investors needed confidence

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<sup>5</sup> User's Manual to the Financial Analysis Model for BOT (and Concession) Projects, PURSE Report Nos. 102.01.1/98/055 (and /057)

in the staying power of the Government's commitment to a fair and open procurement system for developing the country's urban environmental infrastructure.

## **B. Demonstration Projects Component: Linking Theory and Practice**

### **B1. Background and Objectives of the Component**

The Demonstration Projects component of PURSE was intended to test the theories being developed for infrastructure privatization in Indonesia with the efforts at the local level to attract private investment for actual projects. By providing a variety of consulting services to local governments and PDAMs (as well as on occasion to the private sector), PURSE was seeking to facilitate the process of project implementation according to the Project Life Cycle. Specifically, the Project Paper called for PURSE, with Government counterparts, to "be involved in identifying potential projects; analyzing their technical feasibility and commercial viability; identifying potential contractors/investors; and using lessons learned from the projects to help the GOI develop new policies, regulations, guidance and model contracts".<sup>6</sup>

Prior to PURSE, PDAMs had had little experience in private sector participation in water supply. The Nusa Dua project on Bali, developed to serve mainly tourist hotels rather than local domestic consumers, was considered an anomaly.<sup>7</sup> PURSE used demonstration projects not only to assist local officials to realize actual projects, but also to provide feedback to the Policy, Legal & Regulatory Component, and input to the Training Component.

Although the Project mandate was also to work in the sectors of wastewater treatment and solid waste management, several factors contributed to focusing Chemonics' activities almost exclusively on water supply. PURSE learned that, in the area of solid waste, Indonesia was already actively involving the private sector. Numerous cities, including Jakarta, Medan and Surabaya, had entered into contracts for a wide variety of services, such as street sweeping, trash collection and disposal.<sup>8</sup>

One contract for solid waste management services was signed in Mataram, Lombok but was later cancelled by the local government for non-performance by the investor. Despite efforts to promote wastewater treatment, virtually nonexistent in Indonesia, by preparing recommended regulations and

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<sup>6</sup> Private Participation in Urban Services Project Paper (Project 497-0307), U.S. Agency for International Development, Jakarta, Indonesia, September 1991, p. 35.

<sup>7</sup> see Case Studies: Paiton Power & Nusa Dua Water Supply, PURSE Report No. 102.4.2/94/012. July 1994.

<sup>8</sup> see Description of Existing Private Sector Participation Projects and Public Private Partnership Projects in Indonesia - An Analysis of the Lessons Learned. PURSE Report No. 102.04.1/93/006. March 1994.

technical guidelines for the Ministry of Public Works, it became apparent that wastewater was a much lower priority for Government than extending the provision of water supply services. As a result, and with Government concurrence, PURSE devoted itself almost exclusively to PPP efforts in water supply.

## **B2. Main Activities and Accomplishments**

Throughout the course of project implementation, PURSE provided a wide range of consulting services to some 17 cities. The Project developed a set of objective criteria by which to evaluate PDAMs and municipalities and field visits were made to an initial cohort of eight cities. Of these, three water supply and one solid waste projects were selected.

At the enter at various points along the PLC continuum, up to the point of contract signing. As value of contracts signed became the important benchmark for determining contractor performance.

As more municipalities/PDAMs began to seriously consider the PPP alternative, demand for PURSE's services exceeded the Project ability to provide them. In order to determine those most serious about PPP, PURSE would negotiate "service agreements" with each PDAM, specifying what services the Project could and could not provide, assuring them of confidentiality, and requiring their openness (particularly with respect to their financial situation) and cooperation. To efficiently utilize Project human resources, and to ensure the maximum service possible for each PDAM client, PURSE developed an internal demonstration project management system to systematize our technical services delivery process.

At its conclusion, PURSE had helped facilitate some \$1.34 billion in contracts signed with the private sector in water supply. Several other projects are well underway, including two competitively tendered projects, in Pontianak and Manado.

## **B3. Issues**

The services provided to demonstration project municipalities and PDAMs by the PURSE Project were unique and difficult to replace. With its exclusive focus on infrastructure privatization, PURSE offered a rapid response capability with experienced and motivated professional experts. No other project was so designed to assist the GOI address its critical infrastructure privatization agenda.

With Keppres 7/98 requiring a competitive tender process for private infrastructure investment, the GOI needs to identify new ways and resources for PDAMs to identify and structure PPP projects, design and implement Pre-Feasibility and Feasibility Studies, and carry out the kinds of demand, financial, technical and other required analyses, and prepare pre-qualification and tender documents, and implement a competitive process.

The two decentralization laws (nos. 22 and 25) passed in May 1998 place added burdens and responsibilities on local government and utility officials for the development and financing of

infrastructure projects. Further clarification of these laws, and training for officials is needed to ensure their appropriate implementation.

Finally, the GOI must ensure that the lessons learned from the experience of the PURSE demonstration projects continue to be provided to policy and decision makers and incorporated into PPP training programs.

## LIST OF PURSE DEMONSTRATION PROJECTS

The following municipalities/PDAM's received PURSE technical assistance services

	<u>CITY</u>	<u>TYPE OF PROJECT</u>	<u>STATUS of PPP PROJECT</u>
1.	Balikpapan	Undetermined	Dropped by parties
2.	Bekasi	Full concession	On hold
3.	Bengkulu	Full concession	Dropped by parties
4.	Cirebon	BOT water treatment	On hold
5.	Jakarta	Full concessions (2)	Contracts signed (2) (Lyonnaise & Thames)
6.	Malang	Partial concession	Contract under review (Biwater)
7.	Manado	Full concession	Tender in process
8.	Mataram	Solid waste mgmt	Contract signed/cancelled
9.	Medan	BOT water treatment	Dropped (Dominion Bridge)
10.	Medan	BOT water treatment	Contract signed (Lyonnaise des Eaux)
11.	Padang	Undetermined	Dropped
12.	Palu	Undetermined	Dropped
13.	Pontianak	Partial concession	Tender under consideration
14.	Semarang	BOT water treatment	Contract signed (Kendogo Moro)
15.	Sidoarjo	BOT water treatment	Contract signed (Agumar Nusa)
16.	Surabaya	Undetermined	Dropped
17.	Tangerang	Undetermined	Dropped

Note: all projects were in the water sector, with the exception of Mataram (solid waste)

## **C. Training & Communications Component: Developing Skills and Experience for the Future**

### **C1. Background and Objectives**

Infrastructure projects in Indonesia have traditionally been centrally planned and financed, with local authorities required only to operate and maintain them, and to bill and collect the tariffs or charges due. With an increasing emphasis on decentralization, however (including the decentralization legislation passed in May 1999), and the establishment of PDAMs as local government-owned companies, much of the responsibility for public-private partnerships in the water sector is now devolving to the municipalities. Although Government has clearly made the encouragement of PPP an important policy objective, few officials, particularly at the local level, have had any experience in developing projects and structuring partnerships to make privatization a viable alternative for public service delivery.

The PURSE training program was developed to address this problem -- namely to improve the ability of local government officials to form effective partnerships with the private sector to provide environmental infrastructure services to urban residents.

### **C2. Main Activities and Accomplishments**

Although originally intended to also concentrate on the solid waste and wastewater sectors, the focus of the PURSE training program was almost exclusively on water supply. This is consistent with the preponderance of technical assistance services delivered by the Project, and the GOI's own priorities at the time.

Prepared in July 1993, the initial PURSE Training Implementation Plan<sup>9</sup> clearly recognized the need to work initially with decision makers at the central government level to increase their awareness and understanding of PPP. Consequently, the first two and a half years of the project focused on orientation programs, seminars, attendance at conferences in Indonesia and throughout the region, advanced academic degree training in the U.S., and other forms of training. As these central government officials grew more knowledgeable of PPP, they became increasingly supportive of project development efforts at the local level and of PURSE's efforts to provide them assistance through the PURSE Demonstration Projects Component.

The PURSE Project Mid-Term Evaluation (PADCO, May 1996) recognized this fact, and formally called for the further shifting of consulting services and training emphasis to the municipalities.

*"The Project's emphasis on central government is essential given the highly centralized form of government in Indonesia... Nevertheless, the Project should now seek more balance by placing increasing emphasis on local government's operational requirements. The Project's work on legal/regulatory reform and the Project Life Cycle when completed will create a more enabling environment for local government and the private sector. This is an encouraging trend".*

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<sup>9</sup> Training Implementation Plan. PURSE Report No. 103.00/93/01



By the end of 1995 in fact, PURSE was already moving to further decentralize the Project's activities. The Chemonics Home Office training manager came out from Washington to conduct a review of training activities to date, and prepared a strategic training plan for the second half of the Project. Consistent with the then on-going Mid-Term Evaluation, the revised plan called for increased emphasis to be placed on training in the Indonesian language for local government and PDAM officials who were beginning to explore the possibilities of PPP for water supply projects.

To carry out this aggressive program, a full-time local professional training manager (not envisaged in the original project level of effort structure) and an administrative assistant for training were hired through subcontractor PT. Redecon. Expatriate and local short-term specialists were then engaged to develop a comprehensive in-country training program largely based on the Project Life Cycle. The five training modules, prepared in Bahasa Indonesia, included: Overview of PPP; the PLC; Risk Management; Financial Analysis; and Contract Administration. Pedagogical materials were also developed for instructors, and two training-of-trainers (TOT) programs were held. PURSE conducted eight "pilot" training programs with an average of 40 participants per program during last three years of the Project.

In addition to the specialized conferences and and public-private fora organized by PURSE (*Risk Management*, 1996; *U.S. Ex-Im Bank*, 1994; *Privatization Roundtable*, 1994), PURSE found that private sector conference organizers and other donors were also eager to promote large events in Jakarta on the subject of PPP in urban infrastructure. Among the numerous significant events organized by the private sector (or other donors) were:

- *World Infrastructure Forum* (private) - 1994
- *BOT Indonesia '95* (private) - 1995
- *PPP in Water & Wastewater* (World Bank) - 1995
- *Privatization of Water Supply Conference* (private) - 1996
- *PSP Water Projects Conference* (private) - 1997
- *PSP and the Public Interest and Water Supply Management by the Private Sector Conference* (INDES) - 1997
- *Regional Development Seminar* (World Bank) - 1997

While PURSE did not directly finance these events, Project advisors consulted regularly with the conference organizers on content, scheduling, and potential speakers, and actively participated by preparing papers for delivery by senior government officials, serving as moderators for panels or sessions, and making individual presentations. The PURSE Project also sponsored the attendance of numerous GOI officials. This "privatization" of technical conferences allowed PURSE to reallocate time and resources originally budgeted for this purpose for more work in the field.

The effort to "market" Indonesia to potential investors and project developers extended to the U.S. as well. Chemonics played the lead role in getting officials from Indonesia and other developing countries to attend and actively participate in the World Economic Development Congress, held in Washington, DC in October 1998. Although the cost of these efforts was borne

directly by the firm, Chemonics organized breakfast presentations and other events to familiarize the private sector with opportunities in Indonesia's water sector.

Finally, as a demonstration of Chemonics' commitment to the work of our projects in the field, the firm hosted a meeting of the Water Industry Council (WIC) in Washington in January 1999, which featured a presentation on future opportunities in Indonesia. WIC is an association of private sector firms, lenders and other service providers with a particular interest in developing water sector projects worldwide.

Such conferences and fora were especially valuable to the overall PURSE effort as they kept the PPP infrastructure modality squarely in the public eye, and helped reinforce many of the same issues and messages concerning openness and transparency stressed by the Project.

At the request of PDAMs in Bekasi, Surabaya, and Manado, specialized one or two-day orientation type programs, or financial analysis training, were given specifically to PDAM officials.

*Ad hoc* training, most often concerning the PLC and Risk Management System, was given throughout the latter part of the Project to agencies such as Directorate General Cipta Karya and the Ministry of Home Affairs.

### C3. Issues

Although the USAID-financed CLEAN/Urban Project (a continuation of the Municipal Finance Project) includes as a component the Urban Management Training Program (UMTP) which may offer some of the PURSE in-country training modules, privatization is not a principal focus of CLEAN. Consequently, institutionalization of PPP training within the Government remains a concern. To meet the growing demand from PDAMs and local government officials for PPP training, a permanent "home" for the PURSE in-country training program must be secured. PURSE explored a variety of options to meet this need, including discussions with universities, the UMTP, the new PPP Center being created within Bappenas, and other potential institutions.

In the waning months of the Project, Bappenas proposed that the PURSE training program be housed within PERPAMSI, the national association of water companies. PURSE held a series of meetings with Bappenas and senior PERPAMSI officials to explore the possibility. PERPAMSI agreed to work with PURSE on implementing the seventh and final pilot training programs, while at the same time PURSE and USAID began discussing the possibility of finding additional funds for training. Such an extension of the PURSE training program would at once allow the Project to train more PDAM and local government officials in PPP, while at the same time give more exposure to the PERPAMSI staff in organizing and administering the training.

PURSE has proposed a process of increased responsibility for PERPAMSI with each successive pilot training program, with PURSE "withdrawing" into the background, assuming a more advisory and monitoring function.

If the funding for PPP training is increased, Bappenas, PURSE and USAID should closely monitor the performance of PERPAMSI to be sure that they have the resources and capability to serve as the permanent institutional home for the PURSE in-country training program.

A comprehensive summary of PURSE Project training activities and statistics are included as Annex C of this report

#### 4. CASE STUDIES

The following case studies<sup>10</sup> look at the PURSE experience through the prism of the major steps of the Project Life Cycle (PLC). The PLC is an appropriate filter for this experience as it outlines the process a PPP project *should* follow in order to be successful. Specific examples from PURSE work with PDAMs and municipalities are given.

PPP has yet to succeed in Indonesia because the procurement rules (as established in Keppres 7/1998, no matter how imperfect), were flaunted, and the Government did not exercise the political will needed to enforce them. PPP was seen, to exaggerate only slightly, as a license to print money for politically connected individuals and some government and utility officials. Those PDAM activities that were "privatized" were done so in a manner that was seriously flawed, non-transparent, and usually not in the interests of the consumer. While in a robust economic environment under an authoritarian rule such sole-sourced projects could have been made "sustainable", once the economy collapsed and the true cost and the manner in which they were awarded was scrutinized, individual officials, local utilities and institutions and Government, came under heavy criticism. So too, unfortunately, has PPP itself.

An open and transparent procurement process would require that every PPP project in the water sector follow a similar set of steps. As detailed in the PURSE Project Life Cycle, a true PPP is a 6 phase, multi-step competitive process which could be applied to any infrastructure project. The following discussion presents some illustrative examples of the PURSE experience of where specific water sector projects have broken down in the first three phases of the PPP process.

Lessons learned from these experiences are summarized in the next section of this report.

**a) Project identification.** PPP infrastructure projects should be identified and structured by the utility or local government, representing the service needs and reflecting the interests of the community. The traditional practice for private sector financed projects in Indonesia, at least in the water sector, was one that was identified and structured by the investor, rather than the utility or local government. Negotiating a "memorandum of understanding" (MOU) with local authorities would give the investor exclusive rights to develop the project, and ensure that the investor's interests and rights were well protected, often to the detriment of the consumer. Such an "investor driven" project design usually favored the technical strengths and capabilities of the developer and suppliers, and did not necessarily respond to the infrastructure service needs of the community. This results in project initiative and control being taken away from the community, leaving the consumer at a distinct disadvantage.

Padang: PDAM Padang had received an unsolicited proposal from a Malaysian investor/developer, Puncak Niaga, Bhd. to develop an 800 l/s water treatment plant, transmission pipeline and primary and secondary distribution pipeline under an initial build-operate-transfer (BOT) arrangement with the second phase to operate the city's water supply system during a 25 year concession. PURSE provided assistance to the PDAM in examining a number of water supply alternatives, and met on several occasions with both parties. The proposed project fell apart when the private investor learned that a regional PDAM was competing for the major customer base (an airport and industrial park) needed to

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<sup>10</sup> A discussion of these case studies first appeared in: White Paper: Necessary Conditions for the Transparent Procurement of Privately Financed Urban Infrastructure in Indonesia, and Potential Areas of Foreign Assistance, Chemonics International, November 1999.

make the project financially viable. PURSE and the investor were assured that these major projects were going forward and PURSE verified each by a physical examination. Further, PURSE was shown an agreement with the neighboring Kabupaten (district) that both the City and Kabupaten would cooperate for the airport and industrial park's water supply. However, at the request of PDAM Padang, PURSE was not able to meet directly with PDAM Kabupaten Padang Pariaman. PDAM Padang instead arranged a meeting with PDAM Padang Pariaman and the regional Department of Water Resources so that PURSE and the investor could verify the agreement and the water supply. At this meeting, PURSE learned that a competing project had been in progress for nearly two years to supply water to the airport and industrial park. Further, the Department of Water Resources was unable to assure the supply of raw water. This lack of communication was due in large measure because the private investor, and not the local authorities, had identified the project.

Malang: PDAM Malang invited investors to offer proposals to expand and operate the existing water operations of PDAM Malang under a twenty-five year concession. A total of five firms, including local and international companies, offered proposals for the project. The award, however, was not strictly in accordance with international tendering standards and the criteria for selection was suspect. Despite this, PURSE agreed to assist PDAM Malang. PURSE felt that this method presented the best selection criteria exhibited to date in Indonesia and the award had been made to a professional and qualified organization. Further through PURSE's participation, the outline for an agreement presented an opportunity for a transparent and reasonable *negotiated* project. The winning bidder, Biwater International Ltd. of the U.K., was very cooperative and understanding of their need to offer a fair price and long-term solutions for the city of Malang.

While PURSE continued to offer advice, the deal broke down as the monetary crisis deepened and the resignation of President Suharto put all such private sector infrastructure projects in jeopardy. Finally, in June 1998, the government closed all executory agreements that did not follow the rules set forth in Keppres 7. At the time, practically 100% of the Malang contract had been negotiated and finalized. While this project had more elements of an open and transparent procurement than any project previously pursued by PURSE, the general confusion within PPP made closure impractical.

#### **b) Selection of the private entity.**

In a true PPP, the private sector investor would be selected through an open competitive process. There has been no such experience to date in Indonesia, to the author's knowledge.

Jakarta PAM Jaya is perhaps the most egregious example of abuse of PPP in the country. In that case, former President Suharto laid his scepter along the Ciliwung River on the city map and decreed that the eastern half of the city would be privatized by one of his sons, together with Thames Water of the UK. The western side was given to a long-time Suharto friend who had teamed up with France's Lyonnaise des Eaux. There was not even a pretense of competition or award based on merit.

Similarly in Medan, the BOT project was identified and proposed by Lyonnaise des Eaux and its partners in accordance with guidelines contained in the Minister of Home Affairs Instruction No. 21/1996. The PURSE Project assisted the PDAM by reviewing the proposed project's demand forecast and facility design, and conducting a cost analysis. While the demand projections were considered reasonable, and the facility design appropriate, the PURSE report raised serious concerns about the project's cost. PURSE concluded that the capital costs for the river raw water intake structure and water treatment plant were some 13% too high, and that the capital costs for the transmission mains were approximately 16% high. If not controlled PURSE warned, this would

translate into windfall profits for the investor. In determining appropriate consumer tariff levels, PURSE's estimate was a full 33% lower than that proposed by the investor.

Surabaya, Indonesia's second largest city, has received significant attention over the years from potential investors for two projects: *Karang Pilang III* (BOT water treatment), and *Umbulan Springs* (transmission). In East Java, the governor created a governmental regional bulk water company known as a PDAB. The PDAB in turn awarded several MOUs to members of the Presidents family. To develop the *Umbulan* project, Bechtel working in cooperation with one of the MOUs proposed a 4,000 l/s transmission main to provide water to the regional water company (PDAB) which would then sell the water to four PDAMs along the transmission route. Contracts were signed with the four PDAMs whose ability to utilize this supply was questionable. The contract broke down as the holders of the other MOU requested a major share in the development and the infeasibility of the project became apparent. While this project has been in the pipeline for some 15 years, it has never been developed because of continuing collusion between local government officials and powerful political interests. Furthermore, expectations have always exceeded the cost of development. Because of a lack of adequate distribution in the receiving communities along the transmission route, this project's feasibility remains a question mark.

*Karang Pilang* has two existing treatment plants supplying 3,000 l/s for the City of Surabaya. PDAM Surabaya entered into a MOU with a firm owned by one of President Suharto's grandsons to expand the plant by an additional 4,000 l/s. PDAM Surabaya requested PURSE assistance to review a proposal prepared by the French water supply firm Compagnie General des Eaux (later known as Vivendi) working in a joint venture with Arfiss Utama. PURSE assisted in analyzing tariff and contract implications. However, the joint venture later dissolved with Arfiss Utama retaining the MOU. Arfiss later joined with a local partner, Agumar Nusa. PURSE's analysis detailed many serious omissions from their proposal. The most noteworthy being the lack of experience of either project company in water related projects. PURSE suggested that the consortia prepare a pre-qualification statement to determine the capability of the company to execute the project. These suggestions were ignored. Second, the consortium forwarded a contract to PDAM Surabaya that PURSE was asked to review. This review also indicated serious omissions and errors that would make signing the contract onerous on both parties. Clearly the lack of a competitive process allowed potentially unqualified parties to pursue the PPP. In the end as the political situation changed, the parties were unable to execute a contract. One concern of PURSE was that the holders of the contract could assign or sell the contract to another party without the consent of the PDAM. Without true pre-qualification, and with the influence of the former "first family", that possibility was ever-present.

Sidoarjo, a city near Surabaya in East Java, entered into an agreement with a firm associated with one of the former president's sons and a grandson. The project was to construct a 200 l/s BOT water treatment plant selling bulk water to PDAM Sidoarjo. Assistance was provided by PURSE for a short duration only. As it became clear that the transaction would be non-transparent, PURSE withdrew all assistance. Nevertheless, the contract was eventually signed. The project has been completed by Vivendi and is currently operating. Later, Vivendi was forced to buy out its partner and write off its investment. Vivendi is currently losing money at the operating level without any return on invested capital. The plant was financed out of equity only. There is no outstanding debt. The big winner in the project were the non-operating partners. Partly as a result of this experience, Vivendi is uncertain about continuing operations in Indonesia and will likely close their offices in early 2000.

**c) Contract negotiation.** For those projects that were euphemistically called PPPs (Jakarta PAM Jaya, Medan and others) contract negotiations were difficult for the PDAMs concerned. Without the

benefit of competition, the PDAM had no basis for cost or technical approach comparison with other bidders. There was no choice for the utility but to reach an accord with the single investor, as there was no "second place" competitor to turn to should negotiations founder.

With the private parties preordained, PAM Jaya or DKI Jakarta had no leverage in negotiating either cost or technical parameters of the proposed concession agreements. As a result, many have felt that KKN influenced the final outcomes, and that proposed tariffs were too high.

Another area in which, in the opinion of the PURSE Project, PAM Jaya was disadvantaged during negotiations was the utility's reluctance to hire top drawer consulting talent to assist it. While PURSE, and to a lesser extent the Jakarta Water Supply Sector Project, advisors provided financial and technical assistance to review committees in the background of on-going negotiations, PURSE had strongly recommended that PAM Jaya to hire experienced financial and legal assistance. PURSE went so far as to directly solicit interest from several investment houses (including Solomon Brothers and Peregrine), and law firms (e.g., White & Case). Whether out of reluctance to spend the high fees such assistance would command, naivete, arrogance, or hesitation to let outsiders get too close to the particulars of a non-transparent deal, this recommendation was ignored.

In the case of Medan, the market place did its job. The investor had approached first the Asian Development Bank, and then the IFC about participating in the project, but was turned down after due diligence was conducted, and financing for the project never closed. The financial crisis and impact on consumer ability to pay resulted in the project never reaching closure. (While it is not known for sure, the higher than necessary, according to PURSE, tariff may have been a contributing factor.) The contract was signed but never canceled despite being unable to be financed. The author understands that Lyonnaise and the PDAM are negotiating a modified project structure using the same contract vehicle. It is the author's belief however, that due to the major change in project scope this would appear to be a new procurement, and thus in violation of Keppres 7.

The remaining three steps of the Project Life Cycle -- facility construction, operation, and transfer or renegotiation -- are aspects of the PPP process that have not yet been reached in the Indonesian context.

In the PAM Jaya case the contracts were signed and financing obtained. Due to the financial crisis wracking the country, however, some aspects of the capital investment program have been delayed. As a result, the requirement to increase service coverage will likely not be achieved and which could, if not re-negotiated, result in a contract violation. Furthermore, the anti-KKN movement has called into question the entire PAM Jaya procurement process.

To summarize, all of these projects have elements in common which have contributed to their lack of success as PPPs.

1. Projects were identified/designed by the private sector entity, not the utility or local government;
2. MOUs were signed giving the investor exclusive rights to develop the project (in the case of PAM Jaya, the investors were designated by former president Suharto), which means that;
3. There was no competitive procurement process, which in turn;
4. Denied the utility/local government any leverage in negotiations, which were non-transparent;
5. Resulting in unfairly high consumer tariffs in most cases;
6. All issues were not dealt with clearly at the contract negotiation stage. (The festering problem of personnel on PAM Jaya is distracting both parties and hindering implementation.)

## **5 LESSONS LEARNED FROM THE PURSE EXPERIENCE**

Over the years, a number of observations were made and lessons learned which the Team attempted to apply to our work. The six lessons summarized below are, we believe, the most important. "Over-arching" in nature, they represent the larger truths gleaned from the PURSE experience. At the same time, these lessons have a universality which allow them to be applied both in Indonesia and wherever the complex task of infrastructure privatization is being tackled.

### **A. The existing legal and regulatory framework must be applied and enforced.**

Without adherence to the existing legal and regulatory framework, and a competent and impartial commercial court system, the PPP project development and implementation process will lack credibility and investor confidence will be undermined. As a result, the costs associated with greater political or regulatory risk will rise, resulting in higher costs to consumers or no project at all. It is of little value to have an adequate transaction framework developed if it can be circumvented with impunity by politically well connected groups or ignored by government officials seeking to benefit personally from a transaction. Project review processes must be professional and thorough, environmental studies must analyze fairly and objectively the impact of the PPP project on the health and well-being of the community, the project identification and development and negotiation processes must meet specific standards of performance. In short, creating and following the "rule of law" is an essential, and as yet incomplete, mid-term task.

### **B. Thorough project identification and preparation is essential for a successful competitive tender.**

With Keppres 7/1998 requiring the vast majority of PPP projects to be competitively tendered, responsibility for project identification, in the water sector, and preparation of pre-qualification and tender documentation is squarely placed on the PDAM and local government. To create a viable PPP, time and resources must be expended to identify the most suitable project, examine possible alternatives, determine a reasonable and accurate demand forecast, and structure the project in a way that will make it attractive to private investors. Proper feasibility analysis and due diligence is required. Projects must be structured in a way that is attractive to private investment, while addressing the current and future service needs of the community. Tender documentation, including a draft contract, must be professionally prepared to international competitive bidding standards. To do the job correctly, local government and PDAMs must be willing to invest the time and resources necessary to develop PPP projects that are viable to the private sector. Experience worldwide has shown that the investment made at the early stages of the PPP project development is well spent, as it will reduce confusion, encourage higher quality proposals, and minimize an otherwise lengthy contract negotiation process. Building this capacity requires substantial technical assistance.

### **C. Non-political pre-qualification of private investors will ensure a capable private sector partner.**

Negotiating a 25 or 30 year PPP contract is not unlike getting married. The relationship is expected to be a long one, can be expected to encounter some difficulties along the way, and



is more likely to succeed if the partners know and trust each other prior to entering into the agreement. Too often, PURSE encountered potential PPP deals where a (local) private party had secured an agreement, usually in the form of a Memorandum of Understanding, from a local government official. This private firm may have been politically powerful, or simply the first sweet talker to arrive on the scene with an idea for a project. With an exclusive "right" to develop the project, as often as not they would prove incapable of structuring a viable project at an affordable price, or be serving merely as a broker, the firm would look to "sell" the development rights to a more capable group. This practice, as PURSE encountered in Bekasi, adds nothing of value to the project -- it only increases the cost to the consumer. Impartial pre-qualification of potential investors is a necessary pre-condition for success.

While the unsolicited project is hopefully a thing of the past, given the emphasis in Keppres 7/98 on competitive tenders, the need to pre-qualify only those firms truly experienced and capable of financing and developing the project cannot be overemphasized. Strict adherence to the pre-qualification evaluation criteria, and an objective assessment of the relative capabilities of all applicants will help ensure not only higher quality proposals from those short-listed firms, but also a qualified, capable partner to work with the PDAM in delivering water services to the community. In the early going at least, these projects will likely require some international participation.

**D. A lack of competition, openness and transparency mitigates against securing the best possible deal for the consumer.**

There has been much discussion about how well-structured PPP's projects should offer "win-win-win" solutions to a municipality's water supply problems. That is, the private investor, PDAM and consumer should all benefit from the deal. Unsolicited, or sole source, projects usually lack the necessary incentives to find the most appropriate technical solutions or cost efficiencies to minimize impacts on tariffs. Consequently, without the benefits of competition, the consumer is often the loser as a result of higher than necessary tariffs, or no project at all in the end. There should be no losers in a PPP. A rigorous and transparent competitive procurement process results in the best deal for the consumer.

**E. Use of professional consulting expertise (financial, technical, legal) will facilitate and expedite the project development and negotiating processes.**

To prepare projects properly and to assist in the unfamiliar process of PPP negotiations, PDAMs and local governments should be willing to devote the necessary resources to hiring experienced help. The inexperience of local government and PDAM officials relative to that of investors emphasizes the need for professional consulting expertise (technical, legal, financial) to assist PDAMs in the identification and formulation of PPP projects, managing the bidding process, and structuring and negotiating contract awards. With the requirement for competitive tenders as stipulated by Keppres 7/98, the PDAM must assume a more pro-active role in project identification and development, risk allocation, and in structuring the contract document. For many PDAMs, this leadership role is an unfamiliar, even daunting one. The wise counsel and guidance an experienced consultant can provide in any of the three main functional areas of PPP can more than pay for itself in avoiding costly errors and time delays. Resources wisely invested at the conceptual, project development and structuring phases is usually money well spent. The

result is a stronger project and fewer potential errors which could be costly to the PDAM and consumers.

**F. Some form of credit enhancements may be necessary to get otherwise viable projects off the ground.**

With the current monetary and political crisis straining Government resources to the breaking point, creative solutions are needed to encourage and support private sector investment in the country's urban infrastructure development. Without some form of support, many investors will judge the political (and therefore project) risks too high to consider a PPP. And even if they were willing to invest, this higher risk comes with a premium. Such support, tailored appropriately to the circumstances of individual projects, would help offset project costs, reduce risk, enhance investor confidence and minimize negative impacts on consumer tariffs.

A well-defined and structured project will minimize the chances of a guarantee ever being called, and will give the investor greater confidence in the viability of the project and in his own ability to make a reasonable return on his investment. Such support could take many forms, given the unique circumstances of the individual project.

These enhancements (including perhaps, in select cases, guarantees) would not only demonstrate Government's commitment to the individual PPP project under consideration, but, just as importantly, to the integrity of the process and structure of PPP investment procurement. Such a commitment will cause better projects to be developed, with more rigorous due diligence, design and documentation, thus actually *minimizing* the risk that such a guarantee would ever in fact be called. With a track record for viable PPPs, the need for such enhancements would be lessened or their duration could be shortened in the future.

Types of credit enhancement which might be considered include:

- a) Tax incentives and holidays
- b) Performance support letters
- c) Private sector infrastructure development fund
- d) Donor-assisted guarantee programs

In this regard, there is an important programmatic role for bilateral and multilateral institutions such as USAID, the Asian Development Bank, the World Bank and the IFC to play at this critical stage of Indonesia's development. Donor participation in limited guarantee schemes, equity participation and other forms of credit enhancement can serve on a time-limited basis as a major catalyst to reinvigorate domestic and international confidence in PPP, and can be proactive measures to help draw Indonesia out of its current economic crisis.

## **6 SUMMARY and RECOMMENDATIONS**

### **A. Summary**

The PURSE Project is an excellent example of a complex, "cutting edge" development effort, which, despite serious early problems, ultimately achieved significant successes largely due to the commitment and collaborative efforts of the donor (USAID), host government clients and contractor.

Virtually every objective measure established for the Project has been met or exceeded. The value of PPP contracts signed, nearly \$1.34 billion, far surpassed the target of \$225 million. Over 1,000 officials have received training, and a comprehensive, five-module in-country training program prepared and a government agency "home" for it found. With PURSE assistance, a policy, legal and regulatory framework for PPP has been established, and the "tools" necessary for a sustainable infrastructure privatization program have been developed and institutionalized.

However, one of the most important achievements of the Project is not easily quantified. PURSE has helped raise the level of awareness throughout government and the public that PPP is viable, legitimate alternative to fund public infrastructure. It is this increased awareness and acceptance of privatization which has helped create an environment conducive to PPP.

Although the country's political situation has stabilized somewhat, the on-going financial crisis confronting Indonesia continues to keep many potential investors at bay. This will take time and commitment to resolve. However, when the dust settles PURSE believes that investors will be eager to return; Indonesia is too large and important a country and market to ignore. When this happens, Indonesia will be ready for them with a sound legal and transaction framework, a tested methodology and procedures for implementing projects, a cadre of officials at both the local and national level who have achieved a greater understanding of and appreciation for the benefits of PPP in urban infrastructure, and, finally, a body of actual experience in developing, negotiating and implementing PPP projects. This section of the PURSE Final Report outlines some specific recommendations to both the Government of Indonesia as well as the donor community to help make sure this occurs.

### **B. Recommendations to the Government of Indonesia**

#### **B1. Institutionalize PURSE Products**

**Institutional homes within Government for the various PURSE products and tools (Project Life Cycle, Risk Management System, Financial Analysis Model, training program, etc.) must be found to ensure the sustainability of the PURSE effort and realization of both USAID's and the Government's substantial investment over the past five years, as well as to ensure the long-term sustainability of the GOF's privatization program. While some progress was made in this area at the end of the PURSE contract, the Government especially should make a determination regarding specific institutional homes, and then assign the appropriate resources to ensure their sustainability after PURSE.**

There are various ways for the Government to address this issue. As with the PURSE in-country Training Program to be housed in PERPAMSI (the association of local water utilities), one alternative is to place each tool/product within an agency or ministry that is technically appropriate to the product. For example: the Ministry of Finance could take ownership of the PURSE Financial Analysis Model, and so on.

Chemonics, however, believes that a single institutional champion for infrastructure privatization is required to ensure commitment and sustainability of the infrastructure privatization process. PPP requires communication and an interdisciplinary approach to project development and deal structuring. PURSE (and other) tools are better housed within a single institution whose only mandate is to promote and facilitate infrastructure privatization. Otherwise, the tool risks becoming dependent on an individual, rather than institutional, champion. The BOT Center in the Philippines, which is housed under the Ministry of Finance is an excellent effort to institutionalize the PPP process. In addition to helping draft the regulatory framework for PPP in the Philippines, the BOT Center serves as a "one stop shop", and a central repository of information and expertise for public sector officials and private investors alike. It provides guidance on the procurement process, publicizes project opportunities, and in general seeks to facilitate PPP.

The Government of Indonesia has taken initial steps to create a similar institution, named the PPP Center (or P3 Center). However, we believe, Indonesia should move more quickly to formalize the institution, and name an executive director. Chemonics, with funding from USAID, is providing some limited technical assistance to the GOI P3Center, as well as to the BOT Center in the Philippines.

## **B2. Promote the Competitive Process**

Recent efforts by the Government to **encourage a more open, transparent and competitive process in the procurement of PPP partners in the infrastructure sector, as reflected in Keppres 7/98, need to be continued and sustained.** The political will needed to adhere to these new policies must be in evidence at both the central and local levels. Chemonics believes that this can be best achieved through increased involvement of the community at large in all aspects of infrastructure project identification, contract award and oversight. The availability of accurate and timely public information will help ensure an honest procurement process and garner the public support required to enhance the chances of project success.

Government also needs to carefully review the enabling legislative framework for PPP, including the new Keppres, to guard against inconsistencies and general lack of clarity, which tends to confuse the parties involved (public and private) and makes investors wary. Investors abhor uncertainty. The Government must do all it can to make the investment climate attractive.

## **B3. Provide Credit Enhancement**

Chemonics urges the **consideration of credit enhancement mechanisms to foster an open and transparent competitive procurement process, and, in particular, to support private**

**investment and reduce perceived risk.** Such enhancements (including perhaps, in select cases, guarantees) would demonstrate Government's commitment to the individual PPP project under consideration, as well as to the PPP program in general. Such a commitment will cause better projects to be developed, with more rigorous due diligence, design and documentation, thus actually *minimizing* the risk that such a guarantee would ever, in fact, be called. With a track record for viable PPPs established, the need for such enhancements would be lessened or their duration could be shortened in the future. Types of credit enhancement which might be considered include:

- a) Tax incentives and holidays
- b) Performance support letters
- c) Private sector infrastructure development fund
- d) Donor-assisted guarantee programs

#### **B4. Fully Privatize PDAMs**

To optimize the potential for efficient and cost effective services in the water sector however, Chemonics believes that the **Government should embark on a bold initiative -- a program of true corporatization and privatization of the PDAMs, either through the establishment of a utility authority, an auction, or some other form of asset divestiture.** While such a program might appear to be a radical approach, Government could announce its intention and lay out a clear, phased program over a 5 to 10-year period. Such a program would require the PDAMs (or new water company PT.) to install qualified management, have aggressive business and service targets, and provide a compensation/incentives structure that is commensurate with their responsibilities and accomplishments. If business/service targets aren't met, management could be replaced.

As independent entities, PDAMs should then be able (and encouraged) to associate, consolidate, and form other relationships that will improve their operational efficiency and enable them to provide more effective and lower cost service to consumers.

Using Government to fund infrastructure improvements from the central budget instead of through local service user's fees or tariffs represents a hidden subsidy of the local users from the general tax revenues. For example, we would argue that the cost of a proposed rubber dam in Pontianak should be borne, either through tariff increases or municipal or corporate bond issuance, by the citizens of Pontianak for whose benefit the infrastructure would be built. Private sector financing requires users to pay their full share, while allowing the PDAM to structure internal subsidies across their local consumer groups as appropriate.

In addition, the requirement for water companies to upstream fifty-five percent (55%) of their net income to the local Government (Pemda) should be reconsidered. Such transfers divert significant resources which should be reinvested in the water system (or used to service existing debt). As a result, PDAMs currently require government subsidies or other forms of financing (SLA loans, etc.) for system expansion or upgrading, further complicating the overall infrastructure financing picture.

### C. Recommendation to the Donor Community

One of the weakest links in the water infrastructure privatization process in Indonesia is clearly the development and tendering of viable projects at the local level through a rigorous and transparent competitive procurement process. This critical process is one that the donor community is well suited to support. Some form of **continued technical assistance to PDAMs** is required to assist them in identifying and structuring good PPP projects, carrying out financial and technical feasibility work, performing accurate demand analyses, and, most importantly, providing in-depth technical assistance in all aspects of the tendering and competitive process, up to and including contract award. The need for such assistance has been recognized by the Government, and discussed with USAID, the World Bank, the Asian Development Bank, and others.

While most of the major cities in Indonesia are large and attractive enough to stimulate private sector interest in their water infrastructure projects, there exists a large market of some 64 medium size, or "secondary" cities with populations between 250,000 and 1 million which also require substantial investment in their water supply systems. In particular, Chemonics believes that a significant number of these mid-size cities may be overlooked by investors and donors alike. The experience to date in Indonesia with large water sector PPP projects in general, as well as with the continuing need in cities of 1 million or more residents, is:

- because of the generally smaller investment required, medium size cities are not as attractive as the larger cities to private investors;
- should multiple phasing be required, these smaller projects may not lend themselves as readily to more traditional project financing structures;
- project financing for smaller projects suffers from high proportional transaction costs, higher risk profiles, and the general unavailability of credit;
- medium size cities need assistance in defining and articulating projects so they will both meet the cities's needs and be attractive to potential private investors.

To respond to these needs, an **integrated program of project bundling, targeted financing and technical assistance is required.**

Using secondary data obtained from Direktorat Jenderal Cipta Karya, Ministry of Public Works, and PERPAMSI (national association of Indonesian water companies), and extrapolating from the costs of actual projects estimated by Cipta Karya in 12 cities, an estimated quantification of investment need can be established. Looking at 64 cities with populations between 250,000 and 1 million, an average additional 25 percent service coverage resulting from the new investment is assumed. Based on this formula, the total estimated value of required new investment in the water sector in these cities is over \$2.4 billion. With a conservative estimate of 75 percent of this total as the percentage of projects actually realized, and assuming an average foreign exchange component per project of

25 percent, the required size of a Donor Loan Fund<sup>1</sup> would be nearly \$453 million.

Eligible Mid-Size & Secondary Cities	64
Total Estimated Investment Required	\$ 2.416 billion
Value of Projects Realized (75%)	\$ 1.812 billion
Investment Cost Per Person	\$ 307
Value Foreign Content of Projects Realized (25%)	\$ 453 million
Estimated Population Served	31.5 million

### **C1. Program Structure**

The Program would have three interrelated and mutually supportive components: a **Loan Fund** from the donor to the Ministry of Finance which would then be on-lent through participating banks to PPP project companies or joint ventures in the water (or other urban environmental infrastructure) sector; an **Equity Fund** through which the donor could take a minority equity position in projects of its choosing; and **Technical Assistance** (possibly paid for through the Loan Fund) to work with local governments and PDAMs to identify and structure bankable projects and assist with the competitive tendering process.

#### **C1a. Loan Fund**

- sovereign loan to Ministry of Finance
- fund only foreign exchange components of PPP projects
- funds on-lent to a state or private bank "Apex Institution" responsible for financing PPP project companies, joint ventures, etc. in the water sector. Apex may syndicate loans with other domestic banks
- Loans to PPP projects at commercial rates. Repayments help GOI pay back sovereign debt to donor, and create an on-shore pool for a revolving loan fund for future PPP projects
- Due Diligence Unit established to independently evaluate viability of proposed PPP projects.

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<sup>1</sup> Although referred to in this paper in the singular, the Donor Fund could, in fact, be composed of one or more donor agencies.

### **C1b. Equity Fund**

- contributed through donor(s) private sector windows
- fund takes equity position of 15% to 25% of project, based upon project support
- donor participation will help ensure transparency and viability of deal
- participation will raise investor confidence
- supported by Due Diligence Unit.

### **C1c. Technical Assistance**

- purpose is to help bring competitively awarded PPP projects into operation
- financed as part of the Loan Fund or from technical assistance grants and
- structured as an adjunct to the new PPP Center
- team of expatriate and local professionals and support staff with a five-to ten year term (with two option years)
- work focused at TkI, TkII and PDAM levels
- assist with PPP project identification and pre-feasibility studies
- perform technical and financial structuring of projects
- develop pre-qualification and tender documentation
- assist with tender evaluation and contract negotiations
- provide training in PPP projects development, implementation and contract administration and management
- coordinate closely with Due Diligence Unit which services Loan and Equity Funds.

### **C2. Timeframe**

In order to optimize the Program impact, and to ensure that technical assistance will be available to bring as many PPP projects as possible to the point of contract signing and financial closure, the Program (including technical assistance) should be for a minimum of five years in duration.

### **C3. Estimated Cost**

Based on estimates of demand and foreign exchange components of infrastructure projects in the water sector, costs for each of the Donor Program components are estimated as follows:

a)	Loan Fund	\$450 million	-- Amount proposed by ADB
b)	Equity Fund	65 million	-- 15% of value of foreign content (\$450m)
c)	Technical Asst.	<u>25 million</u>	-- 1% of value of projects promoted (\$2.4b)

Total Estimated Cost:        \$540 million

Note that the costs for the technical assistance (as well as for the Due Diligence Unit) could be



provided through the loan to the MOF, and then repaid by the project companies through the cash flow generated by individual PPP projects.

#### **C4. Program Results**

As proposed, the Program of Loan and Equity Funds, and Technical Assistance and training would achieve several measurable results:

- a) help leverage total value of up to \$2.4 billion in projects. Even a fairly minor equity participation by the donor fund would serve to significantly increase the comfort level of other private investors. These investors would recognize the due diligence required by the donor fund as a confirmation of the viability of the project, as well as in the integrity of the procurement process;
- b) provide safe piped water service to an estimated 31 million additional people;
- c) establish on-shore revolving loan fund for financing PPP projects in water sector. The costs of project development (i.e., the technical assistance team) would be factored into the cost of financing the project, and recaptured through the tariff structure. These costs would then be repaid by the investor into the revolving loan fund. The revolving loan fund would require only one-time capitalization by the donor fund;
- d) improve environmental management (eg. reduce non-revenue water) as a direct by-product of increased private sector participation;
- e) the Program could also serve as a model for other sectors and other countries' infrastructure financing requirements;
- f) fully institutionalized PPP process for water and wastewater in Indonesia.

## APPENDICES

**APPENDIX A**  
**PURSE FACT SHEET**

## APPENDIX A

## PURSE Fact Sheet

*Prime Contractor*  
*Subcontractors*

Chemonics International Inc.  
Resource Management International, Inc. (RMI)  
Sheladia Associates, Inc.  
PT. Resource Development Consultants (REDECON, local)  
Soewito, Suhardiman, Eddymurthy & Kardono (SSEK, local)  
Chase Manhattan Bank (fixed price subcontract)  
White & Case (fixed price subcontract)

*Contract Type*  
*Award Date*  
*USAID Contract No.*  
*Amendments*

Cost plus fixed fee (CPFF)  
January 4, 1993  
497-0373-C-00-3030-00  
13

*Original Contract Value*  
*Final Contract Value*

\$11,065,086  
\$11,308,318

*Project Purpose*

Expand the participation of the private sector in the provision of urban services (water, wastewater treatment, and solid waste management) on a sustainable basis through direct investment or contracted participation.

*Project Objectives*

Provide strategic assistance to the Government of Indonesia for creating an enabling legal and regulatory environment for private sector participation.

Through demonstration projects, support the development of the appropriate conditions and incentives for expanding the private provision of urban infrastructure services.

*Project Components*

Policy, Legal & Regulatory

- Legal and regulatory framework
- Implementing guidelines, other tools
- Prototype contracts for PPP

Demonstration Projects

- Structuring actual PPP projects
- Lessons learned to improve policies, etc.
- Model contractual, financial arrangements

Training & Communications

- Awareness and understanding of PPP
- Technical, financial, and managerial skill development
- Graduate level academic and short course training

**APPENDIX B**

**LIFE OF PROJECT PERSONNEL SCHEDULE**

# LIFE OF PROJECT PERSONNEL SCHEDULE

## PURSE PROJECT FINAL REPORT

January 4, 1993 - October 31, 1999

POSITION / EXPERTISE	NAME	ASSIGNMENT DATES	AFFILIATION	1993	1994	1995	1996	1997	1998	1999
<b>LONG TERM Expatriate</b>										
Chief of Party/Urban Policy Advisor	C. Mark Williams	Feb 1, 1993 - Aug 15, 1996	Sheladia/Chem.							
Urban Economics Advisor	Anthony Torrens	Mar 1, 1993 - Apr 15, 1994	Sheladia							
Demonstration Projects Advisor	Michael Conlon	Jun 1, 1993 - Dec 31, 1995	RMI							
Contracts Advisor	Shyami De Silva	Jul 25 - Dec 31, 1993	Chemonics							
Municipal Services Advisor	Edward Mazuroski	Jul 18, 1993 - Apr 10, 1994	Chemonics							
Chief of Party/Urban Policy Advisor	William J. Parente	Jul 26, 1994 - Jul 8, 1998	Chemonics							
Contracts Advisor/Deputy COP	John J. Strattnr	Apr 1, 1994 - Jul 17, 1998	Chemonics							
Municipal Services Advisor	Lindley Hall	Jul 26, 1994 - May 28, 1996	Chemonics							
<b>LONG TERM Indonesian</b>										
Project Administrator	Angela Redana	Jul 30, 1993 - Apr 22, 1994	Chemonics							
Municipal Services Specialist	Syarief Puradimadja	Apr 4, 1994 - Feb 17, 1997	Chemonics							
Project Devel./Finance Specialist	Robert Rerrimassie	Oct 25, 1994 - Feb 26, 1996	Chemonics							
Project Devel./Finance Specialist	Addie Permono	Jul 1, 1996 - Aug 31, 1998	Chemonics							
Municipal Services Specialist	Subiyanto Ismakun	May 26 - Oct 15, 1997	Chemonics							
Municipal Services Specialist	Agus Hernadi	Dec 1, 1997 - Oct 31, 1999	Chemonics							
<b>SHORT TERM Expatriate</b>										
Urban Policy Specialist	James Ladd	Jan 15 - Mar 31, 1993	Chemonics							
Environmental Engineer	Gregory Carmichael	Jan 25 - Feb 25, 1993	Chemonics							
Environmental Engineer	Edward Mazuroski	May 25 - Jun 5, 1993	Chemonics							
Solid Waste Specialist	James Dohrman	Apr 10 - May 7, Aug 21- Oct 7, 1994; Feb 2 - Mar 5, 1995	Chemonics							

# LIFE OF PROJECT PERSONNEL SCHEDULE

## PURSE PROJECT FINAL REPORT

January 4, 1993 - October 31, 1999

POSITION / EXPERTISE	NAME	ASSIGNMENT DATES	AFFILIATION	1993	1994	1995	1996	1997	1998	1999
<b>SHORT TERM Expatriate</b>										
Project Development Specialist	Michael Conlon	Apr 18 - 25, 1993	RMI	■						
Financial Analyst	Eric Leuze	Jul 2 - 29, 1994; Nov 2 - 23, 1994 (intermittent)	RMI		■	■				
Case Study Specialist	Anton Deiters	Jun 10 - Aug 2, 1994	Chemonics		■	■				
Infrastructure Policy Specialist	Dennis Rondinelli	Jun 30 - Aug 15, 1994	Chemonics		■	■				
Project Life Cycle Develop. Specialist	John Smith	Jul 23 - Sep 18, 1994	Chemonics		■	■				
PLC -- Standard Bidding Procedures	Donald Manning	Aug 26 - Oct 7, 1994	Chemonics		■	■				
PLC -- Proj. Implementation Specialist	Gilbert Boro	Jan 3 - Feb 6, 1995; Mar 10 - Jun 30, 1995 (intermittent)	Chemonics			■	■			
PLC -- Standard Bidding Procedures	Irving Fogel	Apr 1 - May 14, 1995; Jun -1 Aug 31, 1995 (intermittent); Nov 13 - 29, 1995	Chemonics			■	■			
PLC -- Model Documents Specialist	Peter Dyson	Apr 7 - May 18, 1995; Jul 1995 (intermittent)	Chemonics			■	■			
Municipal Services Specialist	Lindley Hall	May 15 - Jun 5, 1994	Chemonics		■	■				
Financial Analysis Model Specialist	Mark Lassiter	Nov 1-18, 1994 (intermittent)	RMI		■	■				
Financial Analysis Model Specialist	David Reed	Oct 21 - Nov 26, 1994	RMI		■	■				
Invest/Market Database Analyst	Robert Higgins	Dec 17, 1994 - Jan 31, 1995; Feb 1- Apr 30, 1995	RMI		■	■				
Invest/Market Database Analyst	Michael Strauch	Dec 7 - 12, 1994 (intermittent)	RMI		■	■				
Invest/Market Database Librarian	John Baird	Jan 15 - Mar 15, 1995 (intermittent)	RMI		■	■				
Invest/Market Database Researcher	Lori Richardson	Jan 15 - Apr 15, 1995 (intermittent)	RMI		■	■				
Invest/Market Database Coordinator	Margaret Lepak	Nov 7 - 30, 1994; May 8-11, 1995 (intermittent)	RMI		■	■				
Monitoring & Evaluation Specialist	Alex Korns	Oct 1- Dec 9, 1994	Chemonics		■	■				
Training Specialist	Brenda Wilson	Nov 16 - Dec 12, 1995	Chemonics			■				
Training Materials Development Spec.	Bennett Parton	Mar 5 - Sep 25, 1996; Oct 9, 1996 - Jan 31, 1997 (intermittent)	Chemonics				■	■		
Training Module Develop. - Contracts	Jerry Donovan	May 1- Jun 15, 1996 (intermittent)	Chemonics				■	■		
Sanitary Engineer	Richard Jones	Jul 1- Sep 30, 1996; Oct 1- Dec 15, 1996 (intermittent)	Chemonics				■	■		
Financial Analysis Model Specialist	Chris Collins	Jul 1-26, 1996; Aug 10 - Sep 9, 1996 (intermittent); Jan 3-6, 1997	RMI				■	■		
Financial Analysis Model Specialist	Kreg McCollough	Jan 1 - Feb 20, 1997 (intermittent)	RMI				■	■		
Financial Analysis Model Specialist	Deborah Leffert	Sep 10 - Nov 2, 1996; Jan 19 - Feb 6, 1997	RMI				■	■		




# LIFE OF PROJECT PERSONNEL SCHEDULE

## PURSE PROJECT FINAL REPORT

January 4, 1993 - October 31, 1999

POSITION / EXPERTISE	NAME	ASSIGNMENT DATES	AFFILIATION	1993	1994	1995	1996	1997	1998	1999
<b>SHORT TERM Indonesian</b>										
Invest/Market Database Researcher	Robert Sufsi	Jan 25 - Mar 9, 1995	Chemonics			■				
Solid Waste Specialist	Boskoro Djarot	Mar 6 - 24, Jun 12-20, Aug 11- Dec 15, 1995	Chemonics			■				
Urban Planner	Muhammad Maulana	Feb 1 - Mar 15, 1995	Chemonics			■				
Legal Specialist	Umar Bey	Oct - Nov 1995	Redecon			■				
Training Manager	Purwoko Hadi	Dec 1, 1995 - Oct 31, 1999	Redecon				■	■	■	■
Training Materials Develop. Specialist	Leila Suryodipuro	Jun 1, 1995 - Oct 15, 1997	Redecon				■	■		
Training Administrator	Retno Prawaningrum	June 1 - Aug 21, 1995	Redecon			■				
Training Administrator	Yanita Himawati	Feb 21, 1996 - Mar 20, 1997	Redecon				■	■		
Training Materials Develop. Specialist	Sri Mulyuono	May 6 - Aug 23, 1996	Redecon				■	■		
Training Materials Develop. -- Graphics	Abdul Malik	Apr 15 - Jul 26, 1996	Redecon				■	■		
Environmental Engineer	Margie Tumbelaka	Dec 1, 1997 - Dec 31, 1998	Redecon						■	■
<b>Demo Proj. IQC Team *</b>										
Demo. Project Finance Specialist	Bennett H. Parton	Feb 14, 1997 - Oct 31, 1999	Chemonics					■	■	■
Urban Economist	Benny Djumhana	Feb 10, 1997 - Oct 31, 1999	Chemonics					■	■	■
Environmental Engineer	Terence P. Driscoll	Feb 24, 1997 - Dec 31, 1998	IP3					■	■	■
Environmental Engineer	Ahmad Rosyid	Mar 3, 1997 - Oct 31, 1999	IP3					■	■	■
Environmental Engineer (short term)	Stephen Jones	Apr 16 - May 25, Jun 20 - Jul 11, 1997	IP3					■		
Environmental Engineer (short term)	Gretchen Mikeska	Dec 15, 1997 - Jan 8, 1998	Chemonics					■		

\* Under IQC Contract No. OUT-PCE-I-800-96-00006-00

Legend:  Part-Time or Intermittent Outside Indonesia  
 Full-Time in Indonesia  
 Part-Time or Intermittent in Indonesia



**APPENDIX C**

**LIFE OF PROJECT TRAINING SUMMARY**

**PURSE PROJECT**  
**LIFE OF PROJECT TRAINING PROGRAM**

TRAINING ACTIVITY	YEAR 0 1992		YEAR 1 1993		YEAR 2 1994		YEAR 3 1995		YEAR 4 1996		YEAR 5 1997		YEAR 6 1998		YEAR 7 1999		LIFE OF PROJECT EVENTS	LIFE OF PROJECT PARTCPNTS
	Events	Partics	Events	Partics	Events	Partics	Events	Partics	Events	Partics	Events	Partics	Events	Partics	Events	Partics		
<b>IN-COUNTRY TRAINING</b>																		
<b>Conferences</b>																		
Planned	0	0	0	0	1	50	1	50	1	50	0	0	1	0	0	0	4	150
Actual	1	20	0	0	1	100	0	0	2	105	0	0	0	0	0	0	4	225
<b>Public/Private Forums</b>																		
Planned	0	0	0	0	2	50	4	100	0	0	0	0	0	0	0	0	6	150
Actual	0	0	0	0	1	70	0	0	0	0	0	0	0	0	0	0	1	70
<b>Policy Seminars/Workshops</b>																		
Planned	0	0	1	30	2	60	1	30	2	60	2	60	2	60	0	0	10	300
Actual	0	0	0	0	6	74	0	0	3	48	8	294	3	128			20	544
<b>Customized Courses</b>																		
Planned	0	0	0	0	0	0	1	30	0	0	0	0	0	0	0	0	1	30
Actual	0	0	0	0	0	0	2	73	0	0	0	0	0	0	0	0	2	73
<b>SUB-TOTALS PLANNED</b>	0	0	1	30	5	160	7	210	3	110	2	60	3	60	0	0	21	630
<b>SUB-TOTALS ACTUAL</b>	1	20	0	0	8	244	2	73	5	153	8	294	3	128	0	0	27	912
<b>OFF-SHORE TRAINING</b>																		
<b>Academic Degrees</b>																		
Planned	0	0	0	0	6	6	0	0	0	0	3	3	3	3	0	0	12	12
Actual	3	3	3	3	3	3	0	0	0	0	1	1	1	1	1	1	12	12
<b>Observational Tours</b>																		
Planned	0	0	1	5	1	9	0	0	1	15	1	15	0	0	0	0	4	44
Actual	0	0	0	0	0	0	0	0	0	0	1	25	0	0	0	0	1	25
<b>Formal (short) Courses</b>																		
Planned	0	0	4	16	1	5	1	5	2	4	1	2	0	0	0	0	9	32
Actual	1	10	4	22	3	12	4	12	3	9	3	9	0	0	0	0	18	74
<b>Conferences/Seminars</b>																		
Planned	0	0	0	0	0	0	1	2	1	2	1	2	0	0	0	0	3	6
Actual	1	9	0	0	1	3	4	14	2	3	1	6	0	0	0	0	9	35
<b>On-the-Job-Training</b>																		
Planned	0	0	0	0	0	0	3	3	0	0	0	0	0	0	0	0	3	3
Actual	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTALS PLANNED</b>	0	0	5	21	8	20	5	10	4	21	6	22	3	3	0	0	31	97
<b>SUB-TOTALS ACTUAL</b>	5	22	7	25	7	18	8	26	5	12	6	41	1	1	1	1	40	146
<b>GRAND TOTAL PLANNED</b>	0	0	6	51	13	180	12	220	7	131	8	82	6	63	0	0	52	727
<b>GRAND TOTAL ACTUAL</b>	6	42	7	25	15	262	10	99	10	165	14	335	4	129	1	1	67	1058

\* Per Training Implementation Plan, July 1993; Second Work Plan, Oct. 1994 - Dec. 1995; Third Work Plan Jan. 1996 - Jun. 1997; Fourth Work Plan, Jul. 1997 - Sep. 1998

\*\* Includes all activities funded with PURSE Program funds (entire Year 0 - 1992, and other activities throughout), as well as under the Technical Assistance contract (1993-1999)

**APPENDIX D**  
**PUBLICATIONS**

# PURSE

*Private Participation in Urban Services*

## Synopsis of Project Documents

### 1. **Training Implementation Plan**

PURSE Report No. 103.00/93/001 July 1993

As required by the technical assistance contracts, this Training Plan laid out projected training activities for the first year, as well as the entire life of project. The plan discusses project training goals for in-country programs, overseas short courses and observational/study tours, and longer-term formal academic degree programs in United States.

### 2. **Work Plan for Project Year One**

PURSE Report No. 104.00/93/002 July 1993

This first year project work plan details implementation activities for the period August 1993-1994. It also lays out the "Life of Project Guideline", which serve as an overview of project goals. The Work Plan activities are organized according to the three project components - Policy, Legal and Regulatory, Demonstration projects, and Training and Communications. In addition to timeline charts suggesting duration of each activity and the assignment of implementation responsibilities among the PURSE advisor, the Work Plan contains detailed narrative descriptions of each projected task.

### 3. **Preliminary Review and Evaluation of Central Government Policy**

PURSE Report No. 101.02.1/93/003 March 1994

The purpose of this study is to outline existing Government policies and policy deficiencies which impact on the process of facilitating private participation in urban services projects. It highlights areas and issues requiring more detailed policy guidance. The report concludes that macro level policy expressing the Government's commitment to pursuing the PPP/PSP option for infrastructure development are already embodied in current legislation, and that the private sector has already begun to recognize the opportunities offered under current policies. However, the report notes that more detailed and explicit policies in support of the existing general policies are now needed to facilitate implementation of more complex projects.

### 4. **Baseline Review of Existing Legal and Regulatory Issues for Public Private Partnership and Private Sector Participation Projects**

PURSE Report No. 101.02.1/93/004 March 1994

In order to begin the process of assessing the current legal and regulatory framework private

participation in public infrastructure projects, PURSE undertook an initial baseline review of those issues most relevant to project implementation. The report's purpose was to assist the Government by providing an overview of what new laws and/or amendments to existing legislation may be required to facilitate public-private partnerships in the three PURSE technical sectors. The report includes a background description of Indonesian governmental structure, and a discussion of the most critical laws, regulations and statutes affecting PURSE. One of the outcomes of the work in preparing this document was a recommendation to hire a local law firm to conduct a more in-depth review of the legal framework (see PURSE Report 101.01/94/016, described below).

**5. Project Financial Structures and Financial & Performance Guarantees for Build, Own and Transfer Projects**

PURSE Report No. 102.02/93/005 March 1994

This report provides Government officials with a comprehensive explanation of project financing structures and project performance and financial risks that are an integral part of all public-private partnership business transactions. The report describes and outlines a "typical" BOT project structure; outlines and defines performance risk and guarantees; discusses financial obligations of both government and business in a BOT transaction; analyzes loan repayment risk issues, and other risks; and, how the Government might develop a risk diversification strategy. Finally, the report lists a series of recommendations for the Government's consideration, including the development of capital market financing instruments (revenue bonds for water and wastewater projects).

**6. Description of Existing Private Sector Participation Projects and Public Private Partnership Projects in Indonesia - An Analysis of the Lessons Learned**

PURSE Report No. 102.04.1/93/006 March 1994

This report presents and assesses case studies of fifteen infrastructure transactions in the water, wastewater, solid waste, power and highway sectors, mainly in Indonesia. It summarizes the key lessons learned from several private sector participation and public-private partnership transactions completed to date, and recommends specific actions to the Government of Indonesia for use in future such projects. The recommendations focus on specific technical actions that are achievable in the near term.

**7. First Annual Progress Report and Quarterly Progress Report No. 1**

PURSE Report No. 106.00/93/007 January 1994

The document summarizes the first year of PURSE Project activities. It details the five major programmatic areas on which the project focused, including: Financial and Performance Guarantee Study; Case Studies for Public-Private Partnerships; Preliminary Inventory and Profile of Potential Demonstration Projects; Legal and Regulatory and Policy Review, and; Study of Alternative Financial and Organizational Models.

8. **PURSE Roundtable Discussion Papers**  
PURSE Report No. 303.5/94/008 February 1994

PURSE's first "Public-Private Forum" on the topic of private sector involvement in the development and financing of public infrastructure projects in Indonesia included presentations by many highly regarded experts from throughout Southeast Asia as well as Indonesia. The Forum was a day-long event held in Jakarta, attended by representatives of the private sector community, officials from the Government of Indonesia, and the international donor community. This document is compendium of papers presented by the speakers at the Forum.

9. **Quarterly Progress Report No. 2**  
PURSE Report No. 105.00/94/09 April 1994

Covering the period January-March 1994, this report summarizes PURSE activities for the period, and addressed specific implementation issues affecting the project at this time. Accomplishments during the period include the initiation of several activities in the development of a policy, legal and regulatory framework, such as the identification of a local law firm to study the existing legal framework, the first stages of the preparation for environmental regulations in water and solid waste. Also during this period a successful public-private forum on private participation in infrastructure investment was held in Jakarta, sponsored by PURSE.

10. **Project Identification**  
PURSE Report No. 102.03.2/94/010 May 1994

The purpose of this report is to provide an update on the status of the identification of PURSE demonstration projects. It summarizes activities through May 1994, and proposes a series of actions to be taken by PURSE and the Government through the end of the calendar year 1995. The report reviews the screening criteria, indicators and process used by the PURSE Tim Kerja in identifying viable demonstration sites, and proposes schedules for site visitation and project identification and verification.

11. **Quarterly Progress Report No. 3**  
PURSE Report No. 105.00/94/011 July 1994

This report covers implementation progress for the period April-June 1994. Among the noteworthy development during this period are the selection, together with PURSE Government counterparts, of eight cities as sites for potential demonstration projects; short course training programs in the U.S. included negotiation techniques, analysis and negotiations of BOO/BOT projects, and investment appraisal and management. Short-term technical assistance activities include initial work on landfill standards and regulations, a discussion paper on wastewater issues, and the initiation of a study of the country's water tariff policy.

12. **Case Study Training Material: Paiton Power Project, East Java and  
Nusa Dua Water Supply Project, Bali**  
PURSE Report No. 102.04.2/94/012 July 1994

As part of an orientation program on BOO/BOT projects for PURSE counterparts, two case studies were prepared on actual projects in Indonesia. Using available data and information on projects with which the participants were familiar, the case studies brought alive the financing, structuring, and other concerns of each of the parties involved in developing these projects: the lenders, the government, and the private parties. Through the use of background readings, handouts, overhead transparencies and discussions, the basic concepts, issues, terminology, benefits and risks of these types of projects are conveyed in meaningful detail.

13. **Quarterly Progress Report No. 4**  
PURSE Report No. 105.00/94/013 October 1994

The progress report for the period August-October 1994 highlights many of the changes which affected the PURSE Project, as well as considerable accomplishments during the period. A new chief of party and expatriate municipal services advisors joined the team. Technical work continued on the legal and regulatory review, development of the financial analysis model, solid waste regulations and standards, and the evaluation of potential demonstration projects. Short term assignment occurred in the areas of the project development cycle, standardized bidding procedures, among others. In addition, considerable work was done, on the development of priority activities and tasks of the PURSE second work plan.

14. **Private-Public Partnerships in Infrastructure Development: The U.S.  
Experience**  
PURSE Report No. 101.09/94/014 October 1994

Prepared for the World Infrastructure Forum, held in Jakarta, by Dr. Dennis Rondinelli, a recognized U.S. expert in decentralization and issues affecting infrastructure development worldwide, this paper served as the basis for the remarks by the Forum's official U.S. representative, Ms. Diane Rudo, vice president for project finance, U.S. Ex-Im Bank.

15. **Second Work Plan**  
PURSE Report No. 106.00/94/015 October 1994

The second PURSE work plan covers a fifteen month period from October 1994 - December 1995. This work plan includes a brief overview of the continuing relevance of the Life of Project Guide, and a synopsis of the accomplishments during the first project year. While the format largely follows that of the first project work plan, the document uses new graphics to provide clearer charts and tables, and includes a comprehensive discussion of individual workplan tasks. It also recognizes appropriately Component One of the Project (Policy, Legal and Regulatory) into four coherent subgroupings: Financial Instrument and Guarantees, Contract Management Procedures and Guidelines, Legal & Regulatory Framework, and Monitoring and Evaluation Indicator System.

**16. Narrative Description - Indonesian Laws and Regulations on Public Private Partnerships and Private Sector Participation in the Sectors of Water Supply, Waste Water and Solid Waste**  
PURSE Report No. 101.01/94/016 November 1994

As the first step in its scope of work under subcontract to PURSE, the Indonesian law firm of Soewito, Suhardiman, Eddymurthy & Kardono (SSEK) completed a detailed review of the body of law affecting private participation (domestic and foreign) in infrastructure projects in the three PURSE technical sectors. This document provides a comprehensive synopsis of all laws, decrees (presidential, ministerial) and regulations which may encourage or constrain the private sector. It offers some background on PPP/PSP projects to date in the country, and deals specifically with each PURSE sector individually. This report will be followed by a detailed analysis of the omissions and deficiencies in the legal framework, leading to possible recommendations for amended or additional legislation.

**17. Demonstration Projects Report**  
PURSE Report No. 101.04/94/017 November 1994

This report provides a comprehensive overview of the selection and identification of potential demonstration project sites, and the subsequent field surveys to these sites to ascertain the viability of specific demonstration projects. Following a detailed selection process and methodology, the PURSE Tim Teknis authorized PURSE to continue to investigate four potential demonstration projects in the water/wastewater sectors (Medan, Lhokseumawe, Surabaya, Balikpapan) and four in the solid waste sector (Medan, Tangerang, Ujung Pandang, Mataram). After a presentation by PURSE at the MAKSI conference in Solo in July 1994, PURSE advisors, together with Government counterparts visited each of these potential project sites to meet with local authorities and to evaluate jointly the individual projects. This document provides a summary of the projects, the issues each presents to the PURSE project, and the conclusion of the group as to the merits of the project, and recommendation as to whether the project should be pursued as a PURSE demonstration project at this time. Project selection criteria and rating sheets are included as annexes to this report.

**18. Water Tariff Policy in Indonesia**  
PURSE Report No. 101.05.1/94/018 November 1994

This study focuses on the Government policies followed by local water authorities (PDAMs) to establish water tariffs. Its purpose is to clarify the process through which tariffs are set, in the hopes of reducing uncertainty about tariffs and operating revenues to facilitate private sector investment interest in water projects in Indonesia. The report examines the rate setting process, including the use of "harga pokok" to ensure social equity in water pricing. It provides a pricing policy case study, using the available data of a single PDAM to understand how Government policy is actually implemented. Finally, the report offers a series of conclusions and recommended on broad and specific tariff policy issues for both the Government and PURSE considerations.



**19. Financial Analysis Model (Preliminary Report)**

PURSE Report No. 102.01.1/94/019 November 1994

The purpose of this document is to assist the PURSE project and the management of local water authorities (PDAMs) ascertain the financial condition of the PDAMs, and to determine the preliminary financial feasibility of potential demonstration projects from the perspective of both Government and potential investors. The model, which will conform to current Departemen Dalam Negeri accounting standards, consists of three interrelated modules: financial results module, tariffs module, and project pre-feasibility module. The report discusses the preliminary information outputs of each module, and their presentation formats.

**20. Solid Waste Management Regulation (Draft)**

PURSE Report No. 101.02.2/95/020 January 1995

Prepared for Ministry of Public Works, this document proposes regulations for the collection, transportation, processing, and disposal of solid wastes. It is presented according to the format for Government regulations, and contains nine chapters. These chapters include General Provision, Goals and Objectives, Rights, Responsibilities and Authorities, Requirements to Plan for Solid Waste Management, Collection and Handling of Solid Waste, Facility Permit Provisions, Location Standards for Facilities, Design Standards and Transition Provisions.

**21. Monitoring and Evaluation Indicators**

PURSE Report No. ID. 108.5/95/021 January 1995

This document proposes means by which the Government, and USAID, might measure progress in involving the private sector in the provision of urban infrastructure services. It identifies quantifiable measures, based on existing data and information. Among the indicators for capital intensive projects is the amount of realized investment, and the value of services provided or the physical capacity provided per year. Contextual indicators would include the percent of urban population served by the infrastructure. The report discusses the value of each type of measure, and suggests ways in which the relevant information could be collected.

**22. Annual Progress Report - 1994**

**Quarterly Progress Report No. 5: October 1 - December 31, 1994**

PURSE Report No. 105.00/95/022 February 1995

This document serves as both PURSE's annual report for the calendar year 1994, and the Quarterly Progress Report for the fourth quarter of the year. The report summarizes the status of PURSE activities to date by project component, and includes activities projected for the next quarter as well. It reviews of all personnel actions taken during the year, and contains a summary of short-term technical assistance. It also identifies specific issues and opportunities facing PURSE, including the need for additional local professional and support staff, as well as office space and facilities, to effectively carry out the Project's activities. Annexes include a report on the project's financial status, and a synopsis of PURSE publications to date.

**23. Quarterly Progress Report No. 6: January 1 - March 31, 1995**  
PURSE Report No. 105.05.00/95/023 April 1995

The Quarterly Progress Report summarizes project activities during the reporting period, and projects implementation activities for the succeeding quarter. Highlights of the quarter include: work begun on the analysis of existing laws and regulations, being carried out by PURSE subcontractor SSEK; continued development and refinement of the Project Life Cycle; acceptance by an inter-ministerial committee of draft solid waste regulations; pre-feasibility work completed for a solid waste management project in Mataram; continuing financial pre-feasibility and consulting to the PDAMs in Medan and Tangerang for bulk water supply projects; and the completion of an investment and marketing data management system.

**24. Financial Analysis Model: User's Manual for PDAMs**  
PURSE Report No. 102.01.1/95/024 May 1995

This manual is a companion document to the Financial Analysis Model: Preliminary Report, (Report No. 102.01.1/94/019), and serves as an operating manual for users of the Model. The User's Manual contains descriptions of each of the twenty-two spreadsheet formats for summary tables and supporting tables. The Model will permit users to evaluate the financial condition of PDAMs, and assess the financial feasibility of potential projects from government and private investor perspectives.

**25. Database for Marketing and Investment Resources**  
PURSE Project Report No. 2.04.10/95/025 May 1995

This database is designed to inventory companies, associations and other organizations, that are potential participants in Public Private Partnership infrastructure projects in Indonesia. Including both foreign and domestic firms, the database will organize and maintain information on potential investors, builders or operators of projects, and on the projects themselves. This document introduces the purpose, organization and content of the database, and serves as a user's manual for its operation. The 1,250 entries listed at the time of publication is included.

**26. Solid Waste Collection Pre-Feasibility Study: City of Mataram**  
PURSE Report No. 2.04.2B/95/026 March 1995

The city of Mataram, on Lombok, is one of the original PURSE demonstration project cities. In undertaking to privatize the solid waste management services in several areas of the city, and to extend service into more informal areas, Mataram requested assistance from PURSE to evaluate its current solid waste collection system, and, if justified, develop a system for the contracting out of a portion of these services to the private sector. The pre-feasibility study also provides recommendations regarding methods to improve the delivery of expanded solid waste services that will continue to be performed by the City.

**27. Identifikasi Wilayah Pelayanan Penanganan Sampah Kota Mataram**  
(Identification of Service Area for Solid Waste Management in Mataram City)  
PURSE Report No. 2.04.2B/95/027 May 1995

As a part of the Solid Waste Collection Pre-Feasibility Study (see report synopsis number 26

above), PURSE advisers assisted the city of Mataram in further defining the geographical area of the city to be served by the private sector solid waste management contractor and that part by the Dinas Kebersihan. As this is a technical document of benefit only to the city officials, it has been produced only in Bahasa Indonesia.

**28. The History of Financing Infrastructure in America: Practical Implications for Indonesia**

PURSE Report No. I.A. 1.09.1/95/028 July 1995

This paper examines the experience in the United States of financing infrastructure development, particularly the canal and transcontinental railway systems, using bonds. It looks at the implications of government guarantees on the success of projects, and draws meaningful parallels with many issues currently faced by the Government of Indonesia in looking to the private sector to augment the financing of infrastructure.

**29. Quarterly Progress Report No. 7: April 1 - June 30, 1995**

PURSE Report No. 105.00/95/029 July 1995

The Seventh PURSE Quarterly Progress Report summarizes project activities during the reporting period, and project implementation activities for the following quarter. Highlights of the quarter's activities include: meetings of the PURSE Steering Committee and Tim Teknis; dissemination of a working draft and presentation of the Project Life Cycle; preparation of a pre-feasibility study for the Dinas Kebersihan Mataram; identification of a second cohort of 10 potential demonstration project cities; preparation and presentation by SSEK of a working draft of the Analysis of Omissions and Constraints in the Legal Framework; and, selection and negotiation of two subcontracts with local consulting firms. The report also summarizes training activities and the utilization of short-term technical assistance.

**30. Financing Environmental Infrastructure -- Identification and Analysis: Credit Support and Financial Guarantee Options**

PURSE Report No. I.A.1.09.3/95/030 July 1995

This paper presents an overview of project risk issues and the role and types of credit support from the Government of Indonesia that may be required by lenders to finance infrastructure projects. Risk allocation between the public and private sectors is discussed, and examples of risk and credit support considerations, such as those faced in the Umbalan Springs water supply project, are reviewed. The paper concludes with a synopsis of the major risk concerns to both public and private sectors, and introduces the risk management study proposed by PURSE for the latter part of 1995.

**31. Quarterly Progress Report No. 8: July 1 - September 30, 1995**

PURSE Report No. 105.00/95/031 October 1995

This Progress Report summarizes activities during the three month reporting period. Significant accomplishments included, among others: the completion of a draft report on the Analysis of Constraints, Deficiencies and Omissions in the legal framework pertaining to private infrastructure investment; the initiation of the risk management system study; papers

submitted on infrastructure financing and credit support mechanisms; feasibility study terms of reference for the water project in Tangerang; on-going technical assistance to privatization efforts with the Jakarta water utility, Pam Jaya; assistance to the management services contract for solid waste in Mataram, and; several overseas and in-country training programs for both central and local level officials.

**32. Analysis of Legal and Regulatory Constraints, Deficiencies and Omissions in Indonesia Regarding PPP & PSP Projects in Water Supply, Waste Water and Solid Waste Urban Infrastructure**  
PURSE Report No. I.C.1.02.1.2/95/032 December 1995

Prepared by PURSE subcontractor legal consultants, Soewito, Suhardiman, Eddymurthy & Kardono (SSEK), this report represents an analysis based on the Narrative Description of the legal framework affecting private participation in the PURSE technical sectors (see PURSE report 017). The Analysis identifies ten priority areas which Government should address to improve the legal and regulatory environment for PPP projects, and recommends five specific actions to be taken to address those of particular concern. These include: the preparation and adoption of clear protocols and procedures for project approvals and implementation; clarification of applicable tax treatment for PPPs, including VAT, import duties and withholding taxes on offshore payments; the drafting of a PPP law or regulation to clear up ambiguities; issuing implementing guidelines for Ministry of Public Works Regulation 49 of 1990 toward the development of a fully integrated Water Users Rights System, and; review by the Ministry of Finance of restrictions affecting financing of PPP projects, and those related to approvals and funding for offshore financing and foreign invested projects.

**33. Annual Progress Report 1995, and Quarterly Progress Report No. 9: October 1 - December 31, 1995**  
PURSE Report No. 105.00/96/033 January 1996

This report summarizes the project activities for the calendar year 1995, and provides more specific detail for the last quarter. PURSE witnessed expanded activity during the year, as Government interest and support for public-private infrastructure projects increased. Of particular significance, PURSE became actively involved with the privatization of the Jakarta water system (PAM Jaya) and, together with Government, identified a second cohort of potential demonstration projects to be examined. Among other important project activities: PURSE concluded an in-depth revision of the Project's training program; completed the analysis of the existing legal framework for PPP projects; and initiated a risk management study. Also, USAID sponsored a mid-term evaluation of the PURSE Project by an independent contractor. Their results supported many of the on-going Project initiatives and offered constructive recommendations to strengthen PURSE technical assistance and training efforts.

**34. Third Work Plan: January 1996 - June 1997**  
PURSE Report No. 106.00/96/034 March 1996

The PURSE Third Work Plan is based on a number of the mid-term evaluation recommendations and charts Project activities for an 18 month period. The Work Plan shifts

implementation emphasis form the central to local levels, and details a strategy for better integrating the three original Project Components, in particular to make work with the demonstration projects and training more mutually supportive. As an example, a comprehensive in-country training program is being developed for local government/enterprise officials, and will be initially focused on PURSE demonstration projects. The Work Plan also lays out a system for the more pro-active management of demonstration projects, and, by emphasizing a focus on fewer and more critical activities, seeks to optimize the use of project resources.

**35. Quarterly Progress Report No. 10: January 1 - March 31, 1996**  
PURSE Report No. 105.00/9/035 April 1996

Accomplishments during the period include the approval of the Project Life Cycle by the PURSE Tim Teknis; the identification and initiation of new demonstration projects in Palu, Semarang, Balikpapan, and Cirebon; and the completion of the PURSE Third Work Plan. Activity during the quarter continued on the development of the risk management system, and on the development of the curricula and materials for the PURSE in-country training program. The presentation format for the report ties Project activities to the goals and objectives of the Urban Policy Action Plan (UPAP) developed by BAPPENAS and supported by USAID.

**36. Quarterly Performance Report No. 11: April 1 - June 30, 1996**  
PURSE Report No. 105.00/9/036 August 1996

Highlights during the reporting period include the completion of the translation of the Project Life Cycle into Bahasa Indonesia, as well as numerous meetings with Government counterparts to "legalize" the document. A presentation of the draft Risk Management System and handbook was given to the Government by Chase Manhattan Bank. Work continued on the development of the in-country training program and materials. A team of local training experts was engaged to carry out this activity. On-going consulting services were provided to PURSE demonstration projects, with field visits to Semarang, Palu, Balikpapan, as well as with PAM Jaya. PURSE assisted the PDAM Balikpapan with the preparation of a letter of intent to a private party to initiate the development of a pre-feasibility study.

**37-41. Technical Issues Papers**  
PURSE Report Nos. 12.1.C\96\037-041 (TIP1-5) August 1996

This single volume contains the first five of what PURSE intends to be an on-going series of discussions of technical issues related to public-private partnership infrastructure development in Indonesia. These five papers cover such topics as *Risk; Non-Revenue Water; Establishing Technical Targets; Selling Raw Water Between Companies; and, Transfer of Treated Water*. The papers are available in both English and Bahasa Indonesia.

**42. Quarterly Performance Report No. 12: July 1 - September 30, 1996**  
PURSE Report No. 105.00/9/042 December 1996

The report highlights Project activities and accomplishments during the three-month reporting period. The Ministry of Home Affairs issued a ministerial decree (number 22 of 1996) based on the PURSE Project Life Cycle for water projects. The decree provides guidance to local

government and local enterprise officials in developing water projects with private sector investors. PURSE sponsored a high level risk management seminar on August 26 which culminated the work in developing a risk management system for PPP water projects in Indonesia by PURSE subcontractor Chase Manhattan Bank. PURSE also conducted a training-of-trainers (TOT) program with Government officials as part of the Project's in-country training program. The Project provided comments and recommended changes to a draft of the Presidential Decree for Public-Private Partnerships being prepared by Bappenas. Work was begun in the development of a system to identify key monitoring indicators to track Government progress in developing PPP infrastructure projects. The indicators will contribute to the Government's Urban Policy Action Plan (UPAP) report due out in the first quarter 1997.

**3. Annual Progress Report 1996 & Quarterly Performance Report  
No. 13: October 1 - December 31, 1996  
PURSE Report No. 105.00/96/043 January 1997**

The report summarizes activities throughout the calendar year, and the fourth quarter of 1996. Among the more noteworthy events were the signing in July of a ministerial instruction, based on the PURSE Project Life Cycle, by the Minister of Home Affairs which provides guidance to local governments/enterprises in the development of PPP water projects. PURSE held a highly successful Risk Management Seminar in August, which culminated the work by subcontractor Chase Manhattan Bank in developing a risk management system and handbook. The first of the Project's in-country training-of-trainers programs was also held in August, followed by the first two pilot training programs for local level officials in November. The Government has also initiated the preparation of a PPP Presidential Decree, and has begun formulating a PPP Center. The report also contains a synopsis of the status of the PURSE demonstration projects currently underway. Included as well is a frank discussion of the important issues and the major constraints impeding the successful conclusion of PPP projects in the water supply sector. These include:

- o a lack of competition and transparency in the procurement and negotiation process
- o lack of due diligence in investigating projects and pre-qualifying private parties
- o political interference
- o failure to propose bankable projects
- o the delays in institutionalizing systems and procedures for implementing public-private partnership projects.

**44. Quarterly Performance Report No. 14: January 1 - March 31, 1997  
PURSE Report No. 105.00/97/044 June 1997**

Important activities and accomplishments during the reporting period include: completion of the revised Financial Analysis Model and User's Manual; completion of the BOT and Concession model contracts by PURSE subcontractor White & Case for incorporation into the Project Life Cycle; the addition of resources to PURSE in the form of four advisors fielded through an Indefinite Quantity Contract (IQC) to pursue additional demonstration projects; the process of selecting a third cohort of demonstration project city candidates was begun and evaluation visits were initiated. Cities selected include Surabaya, Sidoarjo, Bandar Lampung, Padang, Surakarta, Manado, and Pontianak; completion of the translation and review of Risk

Management Handbook, and dissemination of draft to Tim Kerja for review and comment; and, in-depth technical assistance to project negotiations in Medan was carried out for a PPP water supply project proposed by Lyonnaise des Eaux Dumez. Excellent cooperation among all parties has heightened the probability of a successful closure.

**45. Inception Report for the Environmental and Urban Program Support Indefinite Quantity Contract**

PURSE Report No. IQC-DP/97/01 June 1997

In February 1997 USAID Indonesia and the PURSE Project institutional contractor, Chemonics International, signed an Indefinite Quantity Contract (IQC) to provide additional resources from available PURSE program funds to assist in the area of demonstration projects. This document represents the inception report for the PURSE IQC Team. The Team spent the first several weeks of the IQC contract period conducting an in-depth review, on behalf of PDAM Tirtanadi Medan, of a proposed public private partnership BOT project in Medan. PURSE studied demand projects, construction costs, and technical and financial data. A report was issued to the PDAM on June 30, 1997. On May 26, 1997 a contract was signed between the PDAM and the private investor for \$85 million water treatment facility. In addition, the PURSE IQC Team visited several other cities to evaluate their potential as PURSE demonstration projects. In addition to Medan and Surabaya (where PURSE had also been working earlier), the Team concluded that the cities of Padang and Pontiank were the most viable candidates for PPP projects. This report details the findings in each city, the evaluation criteria used, and the recommendations of the PURSE IQC Team for further participation.

**46. Fourth Work Plan: July 1997 - September 1998**

PURSE Report No. 106.00/97/46 July 1997

This document represents the final Work Plan for the technical assistance program for the PURSE Project. The Work Plan activities proposed continue the emphasis of focusing Project resources on achieving successful closure of PPP demonstration projects, and on delivering training to the local level. In addition, PURSE plans to conclude and institutionalize a number of activities and products, including the Project Life Cycle, Risk Management System, Financial Analysis Model, and the in-country PPP training program.

**47. Project Life Cycle -- Operations Manual**

PURSE Report No. 3/12.1.E/97/047 July 1997 (in English and Bahasa Indonesia)

The Project Life Cycle (PLC) provides step-by-step guidance to local government and PDAM officials, as well as to the private sector for implementing a public-private partnership infrastructure project in the water sector. The PLC was developed in close consultation with central Government officials from Bappenas, and the Ministries of Home Affairs, Finance, and Public Works. The PLC divides the PPP project process into six main phases, from Project Identification through Transfer or Renegotiation, and covers both the unsolicited and invitation (tender) methodologies for selecting a private sector partner. Using charts as well as text, the PLC presents a discussion of each aspect of the PPP project implementation process, identifies the documentation required, and the approvals needed to proceed.

**48. Project Life Cycle -- Model Documents**

PURSE Report No. 3/12.1.E/97/048 July 1997 (in English and Bahasa Indonesia)

A companion to the Operations Manual, the PLC Model Documents serve as standards to assist government officials involved in a PPP water sector project prepare their documentation. The Model Documents manual is also divided into the six phases of a PPP project, with most documents presented in three stages; an issues paper, which discusses the purpose of the document, issues it is intended to address, and concerns that the officials should consider in its preparation; an organizational outline of the document; and, the model document itself. In addition to such documents as terms of reference for feasibility studies and model memorandum of understanding, the Manual includes full model concession and BOT contracts prepared by the law firm of White & Case under subcontract to PURSE.

**49. Trip Report -- Invitational Travel to Malaysia**

PURSE Report No. 106.12/97/049 July 1997

At the end of June 1997, PURSE organized an invitation travel program for Malaysia for a group of senior Indonesian Government officials. The goal of the program was to share lessons learned by both governments in developing strategies and methodologies needed to successfully conclude PPP water sector deals. Meetings with Malaysian government officials, and site visits to PPP water supply facilities were arranged. In addition, numerous meetings and presentations were given by private sector entities who are currently active in Malaysia and interested in investing in Indonesia.

**50. Quarterly Performance Report No. 15: April 1 - June 30, 1997**

PURSE Report No. 105.00/97/050 July 1997

Important activities and accomplishments during the reporting period include: the signing of three major PPP contracts in Jakarta and Medan totalling \$1.3 billion; a second Training of Trainers program was held in Jakarta June 9-11 for 25 Central Government officials; the process of visiting and evaluating a third cohort of demonstration project city candidates was begun. The Inception Report for the IQC Team has recommended Medan, Surabaya, Padang and Pontianak as the cities for PURSE assistance; a draft Fourth Work Plan for the period July 1, 1997 through September 30, 1998 was submitted to USAID and the GOI. The Work Plan focuses on achieving successful contract closures of demonstration projects; a successful invitational travel program trip to Malaysia was organized and conducted by PURSE from June 22 - 27, 1997. Some 20 Government and PDAM officials took part. The group met with numerous Malaysian government and private sector officials in a fruitful change of views and experience on infrastructure privatization.

**51. Quarterly Performance Report No. 16: July 1 - September 30, 1997**

PURSE Report No. 105.00/97/051 October 1997

Significant activities and accomplishments during the reporting period include: PDAM Semarang signed a BOT water treatment contract with PT. Kendogo Moro for a value of approximately \$45 million; the contract has been approved by the Ministry of Home Affairs; the Fourth Work Plan was ratified the Steering Committee in a meeting held on July 25, 1997; the Third and Fourth Pilot Training Programs were held July 28 through August 5,



and September 21-27, 1997 respectively. A total of some 70 Local Government and PDAM officials from Bekasi, Tangerang, Padang, Pontianak, Manado, Maros, Bandar Lampung, Bandung, Bantaeng, Cirebon, Denpasar, Manado, Pekanbaru, and Surakarta, attended; consulting services to Bekasi, Padang, Surabaya (Karang Pilang III), and Pontianak, which is pursuing a competitive tender; Continued active participation in the development of the new Government Regulation for PPP, and accompanying Presidential decrees (Keppreses) for the PPP coordinating body and procedures for implementing PPP; and PURSE-sponsored participation of high-level Government officials at the Water Supply and Wastewater Treatment Summit, part of the sixth annual World Economic Development Congress held prior to the IMF/World Bank annual meeting in Hong Kong.

**52. Risk Management Handbook**

PURSE Report No. 4/12.I.A/97/052 December 1997

With assistance from subcontractor Chase Manhattan Bank, the PURSE Project developed a Risk Management Handbook, designed to assist government and PDAM officials better understand the elements of risk inherent in any PPP water sector project. The Handbook, prepared in both English and Bahasa Indonesia languages, provides an introduction and overview of risk concepts, and a discussion of the types of risk most typical to a water project. The Handbook also provides a framework for the management and allocation of risk to the party most able to mitigate it. In addition, the Handbook serves as a focus of one of the five PURSE in-country training modules.

**53. Annual Progress Report - 1997 and**

**Quarterly Performance Report No. 17: October 1 - December 31, 1997**

PURSE Report No. 105.00/98/053 January 1998

1997 was a landmark year for the PURSE Project. Among the most notable developments during are: PURSE-supported PPP projects resulted in the signing of five major contracts with an approximate total value of \$1.335 billion; PURSE is pursuing an international competitive tender process for a water supply project in Pontianak, West Kalimantan. With PURSE's active participation, the Government has made significant progress on the development of a multi-sectoral PPP law which is expected to be issued in early 1998; progress has been made on the establishment of a PPP Center to help facilitate and coordinate the development and implementation of PPP projects in all infrastructure sectors; PURSE finalized a number of important "tools" or products, designed to facilitate PPP implementation which will be disseminated in English as well as Bahasa Indonesia. These include the Project Life Cycle, the Risk Management Handbook, and the Financial Analysis Model User's Manual. With PURSE concluding its technical assistance activities in September 1998, the remaining months of the current Fourth Work Plan, prepared in July 1997, are dedicated to: a) get more PPP deals signed, particularly through the competitive process; b) institutionalize the in-country PPP training program; c) identify institutional homes for the PURSE products cited above. The Annual Report also discusses major issues which continue to confront the Government, and present challenges which require clarity of purpose, persistence, and, in many cases, strong political will to successfully meet.

**54. Quarterly Performance Report No. 18: January 1 - March 31, 1998**  
PURSE Report No. 105.00/98/054 March 1998

This eighteenth progress report summarizes activities, issues and accomplishments during the reporting period. These include, most notably: the signing of Presidential Decree number 7 of 1998, which strongly emphasizes the open competitive tender process in awarding PPP infrastructure development contracts; PAM Jaya, the Jakarta water company, was officially transferred to the private sector on February 1, 1998; PURSE continued assisting the negotiations in Malang for an \$85 million partial concession; Competitive tender processes for Pontianak and Manado were further aided by the Project; PURSE's sixth Pilot Training program took place with some 40 local government and PDAM officials participating.

**56. User's Manual to Financial Analysis Model for BOT Projects**  
PURSE Report No. 102.01/98/055 June 1998

After undergoing revision, modification and field testing for many months, PURSE has issued a more user-friendly model and manual that will aid PDAMs and local governments better assess the impacts of privately-funded BOT water infrastructure projects on the PDAM's financial condition. A diskette of the computer model is included with this manual.

**56. Quarterly Performance Report No. 19: April 1 - June 30, 1998**  
PURSE Report No. 105.00/98/056 July 1998

This nineteenth progress report summarizes activities, issues and accomplishments during the reporting period, including: the seventh pilot training program held in Jakarta on May 4-9, 1998 included some 49 trainees; completed work on the revisions to the Financial Analysis Manual (FAM) for BOT projects, as well as preparation of model and manual for a Concession Contract; revisions to the Project Life Cycle (PLC) to conform to the Presidential Decree (Keppres 7 of 1998) were largely completed to both the operations and model documents manuals; negotiations for the partial concession PPP project in Malang have resolved nearly all outstanding issues; local authorities in Pontianak have given PURSE a green light to proceed with a recommended "delegated management" project structure. PURSE has also completed the Pre-Feasibility Study; in Manado, PURSE has completed its service demand analysis, and will begin the Pre-Feasibility Study early in the next quarter.

**57. User's Manual to Financial Analysis Model for Concession Projects in the Water Supply Sector**  
PURSE Report No. 102.01/98/057 July 1998

Although not specifically required by the PURSE work plan, we are in the process of preparing a FAM and accompanying manual for Concession agreements as well. Bahasa Indonesia versions of the computer models and manuals have been finalized for both BOT and Concession contracts to facilitate their use at the local level.

## PURSE DEMONSTRATION PROJECT TECHNICAL REPORTS

*(these documents may not be available for general dissemination)*

### 1. Medan - Analysis of the Belumai Water Treatment BOT Proposal

PURSE Report No. IQC-TP/97/001

In February 1997 the PURSE Project was requested by the Ministry of Home Affairs (PUOD) to review and comment on a feasibility study prepared by a private sector investor to build a Build-Own-Transfer (BOT) water treatment facility for the city of Medan. The PURSE analysis and evaluation of the three volume study focused on five specific areas: Demand, Facility Design, Cost, the Financial Condition of the PDAM, and the Treated Water Tariff Structure. In addition to the Project's rigorous analysis of the study, PURSE recommended ideas for shared savings, risk management, and credit enhancement.

### 2. Semarang - Review of Contract Documents

PURSE, together with local legal subcontractor Soewito, Suhardiman, Eddymurthy & Kardono (SSEK), performed a comprehensive review of contract documents between the PDAM Kotamadya Semarang and a private investor for a BOT water treatment project, PT. Tirta Kendogo. The main emphasis of the report is on the legal documents, as financial and technical documents were not made available to PURSE. The report contains general and specific comments on the various contractual agreements concluded among the parties, and presents a series of recommendations for their consideration prior to finalizing the PPP contract.

### 3. Bekasi - Preliminary Review of Private Sector Participation in Water Supply

In June 1997 the PURSE Project was requested by the Ministry of Home Affairs (PUOD) to review a feasibility study and cooperation agreement for an unsolicited PPP water supply project in Bekasi. The project was being negotiated between the local government (Tingkat II) Kabupaten Bekasi (as owner of the PDAM), and PT. Arinusa Tirta Bekasi, a locally-lead private sector company established for the purposes of implementing this 25-year PPP concession project. The PURSE review raised a number of questions concerning the capability of the private party to actually implement the project. PURSE concluded that more work needed to be done with respect to the feasibility study, and that the cooperation agreement lacked several important elements, including a discussion of conditions precedent, establishment of performance standards, and defining *force majeure* risk, among others. In the opinion of the PURSE Project, the parties are not yet ready to proceed to concluding a sound and mutually beneficial PPP contract agreement.

### 4. Pontianak Water Plant Capacity Rerating Analysis

PURSE Report No. IQC-TP/98/004

As part of the technical assistance being provided for a competitively tendered PPP project in

Pontianak, PURSE performed a "rerating" analysis of the PDAM's existing water treatment facilities. The purpose of rerating is to determine if more water can be treated by existing facilities, at little or no additional cost, in order to reduce the size and cost of any new facilities which may be needed. Of the four PDAM water treatment plants examined, PURSE determined that the one currently under construction could be rerated to a capacity of 60% more than projected design. With an additional treatment capacity of 137 litres per second, and net capital cost savings of over \$1 million, the PDAM is able to delay new construction and reduce the size of future plants. The report contains a detailed methodology for performing the rerating analysis in other cities throughout Indonesia.

**APPENDIX E**

**LIBRARY HOLDINGS**

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
1	1	1	GENERAL TITLES	000.00.001		2nd Quarterly Accomplishment Report	ASAP	
2	1	1	GENERAL TITLES	000.00.002		Annual Report Office of Housing & Urban Program	USAID/RHUDO	001
3	1	1	GENERAL TITLES	000.00.003		ASEAN Linkages Directory of Home Country Employees		001
4	1	1	GENERAL TITLES	000.00.004		Biblio List Updates for IMF/WB		
5	1	1	GENERAL TITLES	000.00.005		Brochure on Environment Journals	WB Sectoral Library	
6	1	1	GENERAL TITLES	000.00.006		Catalog for Water Environmenta Professionals		
7	1	1	GENERAL TITLES	000.00.007		Dev. of Database on TA Services in Indonesia	Bina Asih	001
8	1	1	GENERAL TITLES	000.00.008		Environment Current Awareness-New Services	World Bank	001
9	1	1	GENERAL TITLES	000.00.009		Environmental Business Journal		001
10	1	1	GENERAL TITLES	000.00.010		Evaluation Report on Community Self-Financing of Water & Sanitation Syst	CARE Int'l	001
11	1	1	GENERAL TITLES	000.00.011		Fulbright Final Report	V Beard	001
12	1	1	GENERAL TITLES	000.00.012		Infrastructure: Bibliography	Robert J Reinshuttle	
13	1	1	GENERAL TITLES	000.00.013		IUD's Library List Vol. 1-2	IISP	001
14	1	1	GENERAL TITLES	000.00.014		Jakarta Shopper Guide		
15	1	1	GENERAL TITLES	000.00.015		Jasa Marga Annual Report 1988		002
16	1	1	GENERAL TITLES	000.00.016		Journal of Infrastructure Systems		002
17	1	1	GENERAL TITLES	000.00.017		KADIN Indonesia Directory 1994-1995		002
18	1	1	GENERAL TITLES	000.00.018		MFP Final Project Report 1990-1994	RTI	002
19	1	1	GENERAL TITLES	000.00.019		Miga Annual Report 1993		002
20	1	1	GENERAL TITLES	000.00.020		NWSSP Progres Report April		002
21	1	1	GENERAL TITLES	000.00.021		NWSSP Progress Report February		002
22	1	1	GENERAL TITLES	000.00.022		OD Publication Announcement		
23	1	1	GENERAL TITLES	000.00.023		Ogden Project Brochure		002
24	1	1	GENERAL TITLES	000.00.024		Participatory Dev. & WB Potential Directors for Chance		002
25	1	1	GENERAL TITLES	000.00.025		MFP Project Quarterly Report # 1&2		
26	1	1	GENERAL TITLES	000.00.026		PURSE Roundtable Discussion		002
27	1	1	GENERAL TITLES	000.00.027		Sectors that are closed for Capital Investment 1992		003
28	1	1	GENERAL TITLES	000.00.028		Shelter Sector Review		003
29	1	1	GENERAL TITLES	000.00.029		UNDP/World Bank Water and Sanitation Program		
30	1	1	GENERAL TITLES	000.00.030		Views and Options for the Future of IUIDP		
31	1	1	GENERAL TITLES	000.00.031		WB Working Paper Series # 1325-1361		003
32	1	1	GENERAL TITLES	000.00.032		World Bank World Development Report 1994		
33	1	1	GENERAL TITLES	000.00.033		MFP Quarterly Progress Report 1-2, 1995		003
34	1	1	GENERAL TITLES	000.00.034		RWSSP Progress Report June 1995		003
35	1	1	GENERAL TITLES	000.00.036		Project Paper - MFP Project		003
36	1	1	GENERAL TITLES	000.00.037		Project Paper - MFP Project (Annexes)		003
37	1	1	GENERAL TITLES	000.00.038		NWSSP Progress Report May/95		003
38	1	1	GENERAL TITLES	000.00.039		IUIDP Progress Report #7/95		004
39	1	1	GENERAL TITLES	000.00.040		Terms and Abbreviations Used in DJCK	DJCK	004
40	1	1	GENERAL TITLES	000.00.041		IUIDP Progress Report #10		004
41	1	1	GENERAL TITLES	000.00.042		MFP Quarterly Progress Report #4 - 1995		004

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
42	1	1	GENERAL TITLES	000.00.043		IUDP Final Report + Library Catalog III	IIUD	004
43	1	1	GENERAL TITLES	000.00.044		IUDP Manpower Development Strategy	IIUD	
44	1	1	GENERAL TITLES	000.00.045		Beyond Machiavelli	Roger Fisher	004
45	1	1	GENERAL TITLES	000.00.046		PERPAMSI Direktori 1995	PERPAMSI	
46	1	1	GENERAL TITLES	000.00.047		Bachtel Annual Report - 1994-1995		004
47	1	1	GENERAL TITLES	000.00.048		Journal of Infrastructure Systems - Mar'96 Vol. 2#1		
48	1	1	GENERAL TITLES	000.00.049		AMCHAM Indonesia Country Paper - Nov'94		004
49	1	1	GENERAL TITLES	000.00.050		AMCHAM Indonesia Membership Directory 1996/7 edition		
50	1	1	GENERAL TITLES	000.00.050		MFP QPR #7	MFP	004
51	1	1	GENERAL TITLES	000.00.051		MFP II - QPR #8	MFP	004
52	1	1	GENERAL TITLES	000.00.052		The Directory of American Business in Indonesia 1995	AMCHAM	005
53	1	1	GENERAL TITLES	000.00.053		Journal of Infrastructure Systems	ASCE	005
54	1	1	GENERAL TITLES	000.00.054		Pemantauan Peningkatan Peranserat Swasta dlm penyediaan air bersih & us	DGCK Maret 97	005
55	1	1	GENERAL TITLES	000.00.055		Journal 1994		005
56	1	1	GENERAL TITLES	000.00.056		Buku Panduan Penilaian PDAM/BPAM # January 1993		005
57	1	1	GENERAL TITLES	000.00.057		Telecommunications World Bank Experience and Strategy		
58	1	1	GENERAL TITLES	000.00.058		MHPA,s Assisted - Living Program for Frail Elders Request for Proposals		
59	1	1	GENERAL TITLES	000.00.059		Annual Report 1993		005
60	1	1	GENERAL TITLES	000.00.060		MHPA Housing List April 1994		
61	1	1	GENERAL TITLES	000.00.061		Demonstration Disposition Information		
62	1	1	GENERAL TITLES	000.00.062		Profil of Indonesian Securities Business 1994/1995		005
63	1	1	GENERAL TITLES	000.00.063		Profil of Indonesian Securities Business 1994/1995		
64	1	1	GENERAL TITLES	000.00.064		List of Integrated Selected Clients Contruction		006
65	1	1	GENERAL TITLES	000.00.065		Perbanas Financial Directory in Indonesia # 1994-1995		006
66	1	1	GENERAL TITLES	000.00.066		Government Contracts Program # 1994 - 95 Catalog		
67	1	1	GENERAL TITLES	000.00.067		Journal of Infrastructure System # Dec 1995		
68	1	1	GENERAL TITLES	000.00.068		Journal of Urban Planning and Development # Dec 1995		
69	1	1	GENERAL TITLES	000.00.069		Front Lines Focus on Africa # Nov 1996		
70	1	1	GENERAL TITLES	000.00.070		Overseas Files of Form 1040		
71	1	1	GENERAL TITLES	000.00.071		Tax Guide 1994 for Individual		
72	1	1	GENERAL TITLES	000.00.072		1994 1040 Form and Instructions		
73	1	1	GENERAL TITLES	000.00.073		Annual Report 1995 - Progress with Responsibility		
74	1	1	GENERAL TITLES	000.00.074		The Water People		
75	1	1	GENERAL TITLES	000.00.075		Quality on Tap		
76	1	1	GENERAL TITLES	000.00.076		Buyers' Guide & Year Book # April 1994		
77	1	1	GENERAL TITLES	000.00.077		Technical Resource 1994 Catalog fpr water Enviroment Professionals		
78	1	1	GENERAL TITLES	000.00.078		PEPOA The Philippine Electric Plant Owners Association # April 1994		
79	1	1	GENERAL TITLES	000.00.079		Monthly Progress Report No. 26 # October 1994		
80	1	1	GENERAL TITLES	000.00.080		Sheladia Associates, Inc. Development Consultans		
81	1	1	GENERAL TITLES	000.00.081		Evaluation of Ragunan and ERCP Generated Composts # July 1992		
82	1	1	GENERAL TITLES	000.00.082		Sorting Facilities and Marketing Services for the "Phoenix Recycles" Progra		

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
83	1	1	GENERAL TITLES	000.00.083		Technical Analysis (PURSE) # September 1991		
84	1	1	GENERAL TITLES	000.00.084		Asean Regional Local Administration Forum # 2ND - 4TH September 1996		
491	1	1	GENERAL TITLES	000.00.085		Personnel Policy Manual April 1981	Sheladia Associates,	006
492	1	1	GENERAL TITLES	000.00.086		D.C. Real Property Tax Handbook July 1, 1993 - June 30, 1994	Gov. of Columbia	
493	1	1	GENERAL TITLES	000.00.087		Market Environmentalism Lessons for Hongkong	Jo Ann Kwang	006
494	1	1	GENERAL TITLES	000.00.088		The Practioner's Guide to the Listing Rules, 1994 Edition	ISI	006
495	1	1	GENERAL TITLES	000.00.089		Directory of American Business in Hongkong 1993-1994	GTE	006
496	1	1	GENERAL TITLES	000.00.090		Breaking New Ground in Singapore, Malaysia & Indonesia 1991 Edition	Baker & McKenzie	006
497	1	1	GENERAL TITLES	000.00.091		Asia Pacific Legal Developments Bulletin	Baker & McKenzie	006
498	1	1	GENERAL TITLES	000.00.092		Regional Housing & Urban Development Office (Urban Abstracts)	USAID	007
499	1	1	GENERAL TITLES	000.00.093		Secured Lending in the Pacific Basin	Baker & McKenzie	007
500	1	1	GENERAL TITLES	000.00.094		Bachtel Briefs (50 years in Saudi Arabia)	Bachtel	007
501	1	1	GENERAL TITLES	000.00.095		Water Supply & Sanitation Project Preparation Handbook Vol. 1	Brian Grover	007
502	1	1	GENERAL TITLES	000.00.096		Water Demands Update Report	CMPS & F Associates	007
503	1	1	GENERAL TITLES	000.00.097		Chemonics Int. Policy Manual June 5, 1985/Revised August 1993		007
504	1	1	GENERAL TITLES	000.00.098		Catalogue May 1994 of Publications & Services	EIU	007
505	1	1	GENERAL TITLES	000.00.099		Dicision Case Guide	BlueCross	007
506	1	1	GENERAL TITLES	000.00.100		Company Profile: PT Nusario Manunggal Pradana		007
507	1	1	GENERAL TITLES	000.00.101		Directory 1991 of REI	REI	008
508	1	1	GENERAL TITLES	000.00.102		Assessment of The Institutional Environment Infrastructure Unit	CFED	008
509	1	1	GENERAL TITLES	000.00.103		JUST MENUS The University Guide		008
510	1	1	GENERAL TITLES	000.00.104		Journal of Infrastructure Systems	US Soc. of Engineers	008
511	1	1	GENERAL TITLES	000.00.105		Environmental Services	RMI	008
512	1	1	GENERAL TITLES	000.00.106		Annual Report Global Environment Fund		008
515	1	1	GENERAL TITLES	000.00.107		Asia Focus July 1995	Standard & Spoor's	008
516	1	1	GENERAL TITLES	000.00.108		Activities for 1994 & Company Portrait Partnership of GEORG FISHER		008
517	1	1	GENERAL TITLES	000.00.109		Toward Sustainable Development Country	PU	008
518	1	1	GENERAL TITLES	000.00.110		Asian Water & Sewage Vol. 11 No. 5		008
520	1	1	GENERAL TITLES	000.00.111		Corporate Profile : CLOUGH Engineering Group		008
521	1	1	GENERAL TITLES	000.00.112		Annual Report & Accounts 1993 of Waste Management Int. Plc.		008
522	1	1	GENERAL TITLES	000.00.113		Technical Resource 1994 Catalog for Water Environment Professionals		008
523	1	1	GENERAL TITLES	000.00.114		Annual Report 1994 of Freeport -McMoRan	Freeport	009
524	1	1	GENERAL TITLES	000.00.115		Company Profile: Canora (Asia) Incorporated		009
526	1	1	GENERAL TITLES	000.00.116		Style Manual Chemonics International Oct'92	Chemonics Int.	009
527	1	1	GENERAL TITLES	000.00.117		Economics & Business Review Indonesia No. 110 May 21, 1994		009
528	1	1	GENERAL TITLES	000.00.118		Buku Panduan Diktat Managemen Perkotaan bagi Bupati/Walikota	Badan Diklat	009
529	1	1	GENERAL TITLES	000.00.119		Institutionalization of Integrated Urban Development	DHV	009
530	1	1	GENERAL TITLES	000.00.120		AMCHAM Special Report (Cost of Living & Working in Indonesia)	AMCHAM	009
531	1	1	GENERAL TITLES	000.00.121		ORD Publications Announcement Febr-May 1993		009
532	1	1	GENERAL TITLES	000.00.122		Chemonics Start-Up Guidelines		009
533	1	1	GENERAL TITLES	000.00.123		Infrastructure a Bibliography	Robert J.R.	009



NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
534	1	1	GENERAL TITLES	000.00.124		Indonesia Country Paper Nov'94	AMCHAM	009
535	1	1	GENERAL TITLES	000.00.125		2nd Quarterly Accomplishment Report Sept 1 - Dec 31, 1992	USAID	009
536	1	1	GENERAL TITLES	000.00.126		The Strong Engineer Their Own Fate	RMI	009
537	1	1	GENERAL TITLES	000.00.127		Policy Research Working Paper Series	World Bank	009
538	1	1	GENERAL TITLES	000.00.128		Technology Transfer	EPA	010
540	1	1	GENERAL TITLES	000.00.129		Paper re: Seminar on Lessons from International NGOs	Franck Wiebe	010
541	1	1	GENERAL TITLES	000.00.130		SSUDP : Aide Memoire Distribution List		010
542	1	1	GENERAL TITLES	000.00.131		Staff Appraisal Report : Surabaya Urban Development Prioject Nov'97	World Bank	010
543	1	1	GENERAL TITLES	000.00.132		Options for Private Sector Participation in the Water Sector, March 1995	World Bank	010
544	1	1	GENERAL TITLES	000.00.133		Trade: The Future Engine of Growth for Indonesia Oct'1993	PITO	010
545	1	1	GENERAL TITLES	000.00.134		Opportunities & Challenges For Investors in the Philippines, June 1993	PITO	010
546	1	1	GENERAL TITLES	000.00.135		Company Profile: Skadden Arps Slate Meagher & Flom		010
547	1	1	GENERAL TITLES	000.00.136		Description/Specs/Work Statement	WASH	010
548	1	1	GENERAL TITLES	000.00.137		Anticipated Core Activities in Indonesia for FY'94	USAEP	010
549	1	1	GENERAL TITLES	000.00.138		Interviews with city Officials		010
550	1	1	GENERAL TITLES	000.00.139		Austria Export		010
551	1	1	GENERAL TITLES	000.00.140		Natural Gas Services	RMI	010
552	1	1	GENERAL TITLES	000.00.141		Demand-Side Management Services	RMI	010
553	1	1	GENERAL TITLES	000.00.142		Transmission Planning & Development Services	RMI	010
554	1	1	GENERAL TITLES	000.00.143		Executive Program in Public Management	HIID	011
555	1	1	GENERAL TITLES	000.00.144		Urban Development	SGV	011
556	1	1	GENERAL TITLES	000.00.145		Company Profile: Fogel & Associates, Inc.		011
557	1	1	GENERAL TITLES	000.00.146		Company Profile: Wesco (Environmental Solutions for the Nineties & Beyon		011
558	1	1	GENERAL TITLES	000.00.147		BOT Manual (Philippines)		012
559	1	1	GENERAL TITLES	000.00.148		Perkembangan Potensi Daerah dalam Pembiayaan Perkotaan	Jay K. Rosengard	011
560	1	1	GENERAL TITLES	000.00.149		MFP 2nd & 3rd Work Plan	MFP	011
561	1	1	GENERAL TITLES	000.00.150		Paper: Innovative Approaches for Protecting the Env. & Infra. Dev. w/ PSP	Introdos	011
562	1	1	GENERAL TITLES	000.00.151		Techniques & Opportunities for Succesful Public/Prvate Partnerships	CFED	011
563	1	1	GENERAL TITLES	000.00.152		Executive of the 3rd Amendment to MFSP Program Agreement to enable th	William Freij.	011
564	1	1	GENERAL TITLES	000.00.153		Indonesia Urban Public nfastructure Services	World Bank	011
565	1	1	GENERAL TITLES	000.00.154		AMCHAM Indonesia Membership Directory 1996 Edition	AMCHAM	011
566	1	1	GENERAL TITLES	000.00.155		Membership Directory of Indonesian Contractors Association (ICA)	ICA	011
567	1	1	GENERAL TITLES	000.00.156		Daftar Rekanan Terseleksi Terpadu (DRT) dalam Pengadaan Barang	DJCK	011
568	1	1	GENERAL TITLES	000.00.157		Progress in Malaysia Towards Env. Sound & SUSTainable Dev. 1976-1990		011
569	1	1	GENERAL TITLES	000.00.158		American Chamber of Commerce in Hongkong 1993	SRH	013
570	1	1	GENERAL TITLES	000.00.159		Environmental Eng.& Mgt HR & Org. Dev. Agriculture & Foresty Water	MLD	013
571	1	1	GENERAL TITLES	000.00.160		The Green Pages	USAEP	013
572	1	1	GENERAL TITLES	000.00.161		Company Profile: Enviro-Tech Science Group, Inc.		013
573	1	1	GENERAL TITLES	000.00.162		The Kuala Lumpur Accord on Environment & Development	ASEAN	013
574	1	1	GENERAL TITLES	000.00.163		Hongkong America's Business Partner in Asia		013
575	1	1	GENERAL TITLES	000.00.164		Quisumbing Torres & Evangelista	Baker & McKenzie	013

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
576	1	1	GENERAL TITLES	000.00.165		Annual Report 1993 of International Finance Cp.,	IFC	013
577	1	1	GENERAL TITLES	000.00.166		Asean Business Report 1994 & APEC Expo & Business Meeting 1994		013
578	1	1	GENERAL TITLES	000.00.167		Company Profile: Bina Asih Consultants 1978-1993		013
579	1	1	GENERAL TITLES	000.00.168		Enhancing The Investment Climate	AYC Consult	013
580	1	1	GENERAL TITLES	000.00.169		Company Profile: Arkonin Engineering		013
581	1	1	GENERAL TITLES	000.00.170		Infrastructure Finance Oct/Nov 1994		013
582	1	1	GENERAL TITLES	000.00.171		Indonesia in Figures (APEC 1994)		013
583	1	1	GENERAL TITLES	000.00.172		Philippines Tourism Industry		013
584	1	1	GENERAL TITLES	000.00.173		Company Profile: Investing in Generation 1993/1994 a guide to Powergen		014
585	1	1	GENERAL TITLES	000.00.174		Company Profile: Fieldstone-Private Capital Group		014
586	1	1	GENERAL TITLES	000.00.175		Company Profile: All Asia Capital & Trust Co.,		014
587	1	1	GENERAL TITLES	000.00.176		International Construction September 1994 (Magazine)		014
588	1	1	GENERAL TITLES	000.00.177		World Highways Sept/Oct 1993 (Magazine)		014
589	1	1	GENERAL TITLES	000.00.178		Annual Report 1994 of North West Water Group Plc.	NWW	014
590	1	1	GENERAL TITLES	000.00.179		The Water People from North West Water Int.,	NWW	014
591	1	1	GENERAL TITLES	000.00.180		Water & Wastewater Treatment Systems	Ultinem	014
592	1	1	GENERAL TITLES	000.00.181		Shell Lubricants Manual		014
593	1	1	GENERAL TITLES	000.00.182		The Advanced Water Cycle	NWW	014
594	1	1	GENERAL TITLES	000.00.183		The Private Sector Investor	Peter Hodfield	014
595	1	1	GENERAL TITLES	000.00.184		The Environment of fuels and lubricants	Davisd Parkes	014
596	1	1	GENERAL TITLES	000.00.185		Shell at a Glance		014
597	1	1	GENERAL TITLES	000.00.186		Managing Energy Efficiently	SBS	014
598	1	1	GENERAL TITLES	000.00.187		Indonesian Infrastructure Industry	WIFA'94 Exhibition	014
599	1	1	GENERAL TITLES	000.00.188		Atkins Haswell	Atkins	014
600	1	1	GENERAL TITLES	000.00.189		TollRoads in Indonesia Prospect for BOT April 1994		014
601	1	1	GENERAL TITLES	000.00.190		Progress Through Quality Performance	Waskita Karya	014
602	1	1	GENERAL TITLES	000.00.191		Highways Maintenance Management	Atkins	015
603	1	1	GENERAL TITLES	000.00.192		World Infrastructure Forum Asia 1994	Forum Programme	015
604	1	1	GENERAL TITLES	000.00.193		Company Profile: YTL Power Generation SDN BHD		015
605	1	1	GENERAL TITLES	000.00.194		China & South East Asia (Magazine) Oct'94		015
606	1	1	GENERAL TITLES	000.00.195		International Capacities	Laing	015
607	1	1	GENERAL TITLES	000.00.196		Infrastructure Investment	Laing	015
608	1	1	GENERAL TITLES	000.00.197		Construction Comment April 1994	Laing	015
609	1	1	GENERAL TITLES	000.00.198		Bachtel Briefs : Pipeline Punjab Dec' 94	Bechtel	015
610	1	1	GENERAL TITLES	000.00.199		PC Magazine : The Changing Face of On-Line		015
611	1	1	GENERAL TITLES	000.00.200		New Jersey Lybrary : Reading, rithmetic, redesign pay off	ENR	015
612	1	1	GENERAL TITLES	000.00.201		Annual Report 1994 of OPIC	OPIC	015
613	1	1	GENERAL TITLES	000.00.202		LA's \$733 million museaum (magazine) ENR Dec'94	ENR	015
614	1	1	GENERAL TITLES	000.00.203		India Means Business (magazine) Review Febr'95	Review	015
615	1	1	GENERAL TITLES	000.00.204		Roads & Bridges Dec'94 (Magazine)		015
616	1	1	GENERAL TITLES	000.00.205		International Construction (Magazine) Sept'94		015

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NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
617	1	1	GENERAL TITLES	000.00.206		POWs/MIAs of Popular Mechanic Magazine Sept'94		015
618	1	1	GENERAL TITLES	000.00.207		Property is The Sky The Limit of Review Indonesia Magazine Dec'94		015
619	1	1	GENERAL TITLES	000.00.208		Banker's Trust of Indonesia Business Weekly Dec'94		015
620	1	1	GENERAL TITLES	000.00.209		Business Forecast'95 of Asiaweek January 1995		015
621	1	1	GENERAL TITLES	000.00.210		belVedere November/December 1994		015
622	1	1	GENERAL TITLES	000.00.211		Cianbro's Open-Shop Values of ENR Nov'96		016
623	1	1	GENERAL TITLES	000.00.212		Technology Tranfer of The Military Engineer Magaziner Sept'94		016
624	1	1	GENERAL TITLES	000.00.213		Review 200 Asia's Leading Companies of Review Magazine Dec'94		016
625	1	1	GENERAL TITLES	000.00.214		Jet Grouting Gains Ground of Civil Engineering Magazine Dec'94		016
626	1	1	GENERAL TITLES	000.00.215		Front Lines May 1994	USAID	016
627	1	1	GENERAL TITLES	000.00.216		Annual Report 1993 of Office of Housing & Urban Programs	USAID	016
628	1	1	GENERAL TITLES	000.00.217		Soggy Start for Big Lock of ENR May 1994		016
629	1	1	GENERAL TITLES	000.00.218		Company Profile: Trans-Bakrie		016
630	1	1	GENERAL TITLES	000.00.219		Narajo Bridge Spanning Time & Space of Civil Eng. Magazine Nov'94		016
631	1	1	GENERAL TITLES	000.00.220		Annual Report 1990 The Expensesway & Rapid Transit Authority of Thailan		016
632	1	1	GENERAL TITLES	000.00.221		Comapny Profile: Doing Business in Phipippines	SGV & Co.,	016
634	1	1	GENERAL TITLES	000.00.222		Where It's Best to Invest of Philippines		016
635	1	1	GENERAL TITLES	000.00.223		1994 American Water Works Association Buyers Guide		016
636	1	1	GENERAL TITLES	000.00.224		Report on the 1992 Survey of Regional Representation by Overseas Compa		016
637	1	1	GENERAL TITLES	000.00.225		Doing Business in Singapore (1993 Guide for US Exporters)	USFCS	016
638	1	1	GENERAL TITLES	000.00.226		Financing Renewable Energy Projects (A guide for developers)	dti	016
639	1	1	GENERAL TITLES	000.00.227		Pertamina in Briefs		016
640	1	1	GENERAL TITLES	000.00.228		Indonesian Natural Gas (19th World Gas Conference, June 1994, Italy)	Pertamina	016
641	1	1	GENERAL TITLES	000.00.229		Company Profile: Ogden Projects, Inc.,		016
642	1	1	GENERAL TITLES	000.00.230		Pusihng Investment more Forcefully	BKPM	016
643	1	1	GENERAL TITLES	000.00.231		Role of The City in Environment Mgt Workshop by	RHUDO	016
644	1	1	GENERAL TITLES	000.00.232		The American Chamber of Commerce in HK 1993/1994		017
645	1	1	GENERAL TITLES	000.00.233		Consulting Engineers & The Environment Guide from Actions	FIDIC	017
646	1	1	GENERAL TITLES	000.00.234		ADB Publications September 1994	ADB	017
647	1	1	GENERAL TITLES	000.00.235		Hanbook for Indonesian Employees June 1993	Chemonics	017
648	1	1	GENERAL TITLES	000.00.236		Executive White Pages 1994/1995		017
649	1	1	GENERAL TITLES	000.00.237		Smithsonian Novermber 1994		017
650	1	1	GENERAL TITLES	000.00.238		In a Whirl over forecasting indoor airflow (ENR magazine Oct'94)		017
651	1	1	GENERAL TITLES	000.00.239		Eat, Dringk & Do Buiness (Freequent Flyer magazine January 1995)		017
652	1	1	GENERAL TITLES	000.00.240		Severn Bridge Raising The Stakes (ENR Magazine Nov'94)		017
653	1	1	GENERAL TITLES	000.00.241		A Guide Tour of the New Interactive Home (Popular Mechanics Nov'94)		017
654	1	1	GENERAL TITLES	000.00.242		The 600 Specially Contractors (ENR Magazine Oct'94)		018
655	1	1	GENERAL TITLES	000.00.243		Slim & Trim (Indonesia Business Weekly Jan'95)		018
656	1	1	GENERAL TITLES	000.00.244		Striking the Right Deal (ENR Magazine Nov'94)		018
657	1	1	GENERAL TITLES	000.00.245		belVedere January 1995		018
658	1	1	GENERAL TITLES	000.00.246		Bridge Coating Sys.Cold Weather Parching Winter Road Maint. (Mgz '94)		018

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
659	1	1	GENERAL TITLES	000.00.247		The 1995-6 Budget (Ec. & Business Review Indonesia Jan'95)		018
660	1	1	GENERAL TITLES	000.00.248		World's Most Powerful (Popular Mechanics magazine Dec'94)		018
661	1	1	GENERAL TITLES	000.00.249		Making Tracks Through Dallas (ENR Magazine Dec'94)		018
662	1	1	GENERAL TITLES	000.00.250		The Largest Authorized Full Line (Superstone)		018
663	1	1	GENERAL TITLES	000.00.251		India New Economy (Business Week Magazine Jan'95)		018
664	1	1	GENERAL TITLES	000.00.252		Front Lines Dec'94	USAID	018
665	1	1	GENERAL TITLES	000.00.253		Coming back in better form (ENR Magazine Jan'95)		018
666	1	1	GENERAL TITLES	000.00.254		The Economist Dec'94 - Jan'95		018
667	1	1	GENERAL TITLES	000.00.255		A Guide the 100 days (Newsweek magazine Jan'95)		018
668	1	1	GENERAL TITLES	000.00.256		Asean Electric Power Generation Markets: Opportunities for US Companies	USAID	018
669	1	1	GENERAL TITLES	000.00.257		Singapore's Trade Performance, Policy & Prospects	PITO	018
670	1	1	GENERAL TITLES	000.00.258		International Trade & the Malaysian Economy	PITO	018
671	1	1	GENERAL TITLES	000.00.259		An Indonesian Experience & Development on CNG	CNG	018
672	1	1	GENERAL TITLES	000.00.260		Peta Pelayanan Air Bersih Kabupaten Karawang - JABAR (PDAM Karawang		018
673	1	1	GENERAL TITLES	000.00.261		7th Annual Resource Recovery Conference	DER.Inc.,	019
674	1	1	GENERAL TITLES	000.00.262		Building & Construction News, Oct'94		019
675	1	1	GENERAL TITLES	000.00.263		Privatisation International Oct'94		019
676	1	1	GENERAL TITLES	000.00.264		Special Waste Program	WMN	019
677	1	1	GENERAL TITLES	000.00.265		Kota Mandiri Bumi Serpong Damai 1993		019
678	1	1	GENERAL TITLES	000.00.266		Annual Report Issue of Forest Notes 1994		019
679	1	1	GENERAL TITLES	000.00.267		Kekayaan Yang Dapat Diperbaharui	USAID	019
680	1	1	GENERAL TITLES	000.00.268		Waste Incineration Plant	Dinas Kebersihan	019
681	1	1	GENERAL TITLES	000.00.269		Indonesian LNG	Pertamina	019
682	1	1	GENERAL TITLES	000.00.270		A Profile of Public Works Infra. Dev. in the sixth five year dev plan (94-99)	MPW	019
683	1	1	GENERAL TITLES	000.00.271		The Top 100 Revenue Climbs for Design-Build & CM at-risk work (magazin		019
684	1	1	GENERAL TITLES	000.00.272		Quality on tap (Drinking Water Quality Report 1993)	NWW	019
685	1	1	GENERAL TITLES	000.00.273		Annual Report 1995 Progress with Responsibility	NWW	019
686	1	1	GENERAL TITLES	000.00.274		Environmental Planning & Management & The Project Cycle	ADB	019
687	1	1	GENERAL TITLES	000.00.275		Environmental Assessment Requirement & Review Procedure of the ADB	ADB	019
688	1	1	GENERAL TITLES	000.00.276		Consultants Status Report - September 1994	ADB	019
689	1	1	GENERAL TITLES	000.00.277		World Infrastructure Forum: Government Report & Papers 1 (Oct'94)		019
690	1	1	GENERAL TITLES	000.00.278		Interdata Infrastructure Handbook 1994/1995	Austrade	019
691	1	1	GENERAL TITLES	000.00.279		Paper: World Infrs. Forum Jakarta, Oct'94 from Deputy Prime Min of AUS		019
692	1	1	GENERAL TITLES	000.00.280		The EX-IM Bank of Japan & Infrastructure Projects	WIF	019
693	1	1	GENERAL TITLES	000.00.281		Speech by Mr Ngo Xuan Loc (Min of Construction of Vietnam) in WIF'94	WIF	019
694	1	1	GENERAL TITLES	000.00.282		Korea's Infrastructure Strategy for The 21st Century	WIF	019
695	1	1	GENERAL TITLES	000.00.283		Buku Kerja Pejabat Tinggi Negara RI Kabinet Pemb. VI 1994		020
696	1	1	GENERAL TITLES	000.00.284		Menteri Koordinator		020
697	1	1	GENERAL TITLES	000.00.285		Pelan Induk Perswastaaan Malaysia		020
698	1	1	GENERAL TITLES	000.00.286		Bulletin Persatuan Air Malaysia		020
699	1	1	GENERAL TITLES	000.00.287		Institutional Options for the Provision of Infratructure	World Bank	020

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
700	1	1	GENERAL TITLES	000.00.288		Ucapan Tahun Baru dari Pengerusi Eksekutif 1996		020
701	1	1	GENERAL TITLES	000.00.289		Observational Study Tour to Malaysia by Indonesia Delegation 1997		020
702	1	1	GENERAL TITLES	000.00.290		Geographic Information Systems	Chemonics	020
703	1	1	GENERAL TITLES	000.00.291		Informe Final: Segunda Conferencia Interamericana de Alcaldes 1996		021
704	1	1	GENERAL TITLES	000.00.292		Water Supply in Indonesia (an opportunity)		021
705	1	1	GENERAL TITLES	000.00.293		Malaysia Water Industry Report	Jkr	021
706	1	1	GENERAL TITLES	000.00.294		Enakmen No. 12 Th 1988 Lembaga Air Perak (Malaysia Study Toor)		021
707	1	1	GENERAL TITLES	000.00.295		Company Profile: Generale Des Eaux Group Asia Pacific		021
708	1	1	GENERAL TITLES	000.00.296		Construction & Public Works Asia April 1996 (Magazine)		021
709	1	1	GENERAL TITLES	000.00.297		PCI Project Indonesian Newsletter No. 3 April 1996		021
710	1	1	GENERAL TITLES	000.00.298		Front Lines April/May 1996	USAID	021
711	1	1	GENERAL TITLES	000.00.299		Australian Innovations in Environmental Tech. & Management (Green & Gol		021
712	1	1	GENERAL TITLES	000.00.300		Proposal pf PT Indoconsult		021
713	1	1	GENERAL TITLES	000.00.301		Biography of Lee P. Brown		021
714	1	1	GENERAL TITLES	000.00.302		National Highway Maintenance Study of Korea 1986		022
715	1	1	GENERAL TITLES	000.00.303		A Water Supply Privatisation Proposal for Dumai/Duri 1996	PT Bina Maju	023
716	1	1	GENERAL TITLES	000.00.304		Project Management		024
717	1	1	GENERAL TITLES	000.00.305		The Lessons to be learnt from Pass BOOT Project	World Bank	025
718	1	1	GENERAL TITLES	000.00.306		Standard Forms of Agreement for Design/Build	ASCE	026
719	1	1	GENERAL TITLES	000.00.307		Finding Groundwater: A Project Manager's Guide to Technique & How to u	UNDP	027
720	1	1	GENERAL TITLES	000.00.308		Private Participation in the Delivery of Municipal Water Supply Services		027
721	1	1	GENERAL TITLES	000.00.309		Formulation & Implementation of a Natural Water Resources Policy for Indo	Hydrosult Inc.,	027
722	1	1	GENERAL TITLES	000.00.310		Brochure of BAPEDAL		027
723	1	1	GENERAL TITLES	000.00.311		Project Paper (Annexes) of USAID	USAID	027
724	1	1	GENERAL TITLES	000.00.312		BOTABEK Urban Development Project		027
725	1	1	GENERAL TITLES	000.00.313		Cisadane - Cimanuk Integrated Water Resources Development	DGWRD	027
726	1	1	GENERAL TITLES	000.00.314		Slow Sand Filtration (An International Compilation of Recent Sc. & Opr. De	AWWS	028
727	1	1	GENERAL TITLES	000.00.315		Water Environment Reseach June 1993		028
728	1	1	GENERAL TITLES	000.00.316		Company Profile: Insiform		028
729	1	1	GENERAL TITLES	000.00.317		Company Profile: Harvard Design & Mapping Company, Inc.,	HDM	028
730	1	1	GENERAL TITLES	000.00.318		Company Profile: Harvest International Inc.,		028
731	1	1	GENERAL TITLES	000.00.319		Tahun Lingkungan Hidup 1993	Eco-Clean	028
732	1	1	GENERAL TITLES	000.00.320		Staff Appraisal Report Indonesia (SUDP) 1993	World Bank	029
733	1	1	GENERAL TITLES	000.00.321		Bandung Urban Development Project	ADB	029
734	1	1	GENERAL TITLES	000.00.322		Indonesia Urban Public Infrastructure Services Vol. 2		029
735	1	1	GENERAL TITLES	000.00.323		Panduan Pemasangan Sistem Hidran u/Pencegahan Bahaya Kebakaran	DPU	029
736	1	1	GENERAL TITLES	000.00.334		ASEAN Region Local Adminstrator Forum	Clair Sin.	030
737	1	1	GENERAL TITLES	000.00.335		Evaluation of Ragunan & ERCP Ganerated Composts for Jakarta		030
738	1	1	GENERAL TITLES	000.00.336		Water & Sanitation Discussion Forum		030
739	1	1	GENERAL TITLES	000.00.337		Private Sector Participation in Municipal Solid Waste Services in Dev. Coun	WMEC	030
740	1	1	GENERAL TITLES	000.00.338		Annual Report 1993 fo Massaxhusetts Housing Finance Agency		030

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
741	1	1	GENERAL TITLES	000.00.339		Organisation Background & Areas of Experience	CCI	030
742	1	1	GENERAL TITLES	000.00.340		Tomorrows Coastal Technology Worldwide	CCI	030
743	1	1	GENERAL TITLES	000.00.341		Environmental Studies & Monitoring Capabilities	CCI	031
744	1	1	GENERAL TITLES	000.00.342		Pakto 23 "Pemda Siap Menyambut"		031
746	1	1	GENERAL TITLES	000.00.343		Fasilitas Sarana Taman & Tempat Rekreasi		031
747	1	1	GENERAL TITLES	000.00.344		Buku Panduan Penilaian PDAM/BPAM		031
748	1	1	GENERAL TITLES	000.00.345		Technical Resource 1994 Catalog		031
749	1	1	GENERAL TITLES	000.00.346		Program Evaluation Paterns & Directions	ASPA	031
750	1	1	GENERAL TITLES	000.00.347		Regional Housing & Urban Development Office Rhudo/Jakarta	USAID	031
751	1	1	GENERAL TITLES	000.00.348		Sorting Facilities & Marketing Services for the "Phoenix Recycles" Program		031
752	1	1	GENERAL TITLES	000.00.349		Journal 1994 Persatuan Air Malaysia		031
753	1	1	GENERAL TITLES	000.00.350		Buyers Guide & Yearbook April 1994 of Water Environment Federation		031
754	1	1	GENERAL TITLES	000.00.351		Monthly Progress Report No. 26 Oct'94 of Philippines	Price Waterhouse	031
755	1	1	GENERAL TITLES	000.00.352		Sheladia Associates, Inc.,	Sheladia	032
756	1	1	GENERAL TITLES	000.00.353		Metropolitan Mebidang Urban Dev. Programme	GKW	032
757	1	1	GENERAL TITLES	000.00.354		MHFA's Assisted Living Program for Frail Elders		032
758	1	1	GENERAL TITLES	000.00.355		Seventh Malaysia Plan 1996-2000		034
759	1	1	GENERAL TITLES	000.00.356		Urban Environment Services in Developing Countries	Jacquiline G.C.	032
760	1	1	GENERAL TITLES	000.00.357		Perencanaan Tempat Pembuangan Akhir Sampah Kota Mataram 1994	PT Infratama	032
761	1	1	GENERAL TITLES	000.00.358		Pathways of Development for Municipal Gavernance	World Bank	032
762	1	1	GENERAL TITLES	000.00.359		Pedoman RKL & RPL TPA Sampah Kota Sedang & Kecil (Komsep) 1993	DPU	032
763	1	1	GENERAL TITLES	000.00.360		Indonesia's Urban Infrastructure Development Experience	Hendropranoto	033
764	1	1	GENERAL TITLES	000.00.361		The Collection & Use of Info. for Managing USAID Natural Resources & Agr	DESFIL	033
765	1	1	GENERAL TITLES	000.00.362		Pelaksanaan Pembangunan Nasional Berwawasan Lingkungan	KALPA WILIS	033
766	1	1	GENERAL TITLES	000.00.363		The World Bank Group Directory 1991	World Bank	033
767	1	1	GENERAL TITLES	000.00.364		Water Utilities Data Book Nov'93	ADB	033
768	1	1	GENERAL TITLES	000.00.365		Front Lines Jan'97	USAID	033
769	1	1	GENERAL TITLES	000.00.366		Front Lines March 1996	USAID	033
770	1	1	GENERAL TITLES	000.00.367		Privatization Masterplan of Malaysia	Gov. of Malaysia	033
771	1	1	GENERAL TITLES	000.00.368		Women in Development Indoneisa	ADB	033
772	1	1	GENERAL TITLES	000.00.369		The Role of Incineration in Indonesia (Article)		033
773	1	1	GENERAL TITLES	000.00.370		Report on Hazardous Waste Incineration in Cement Kilns	James A.D.	033
774	1	1	GENERAL TITLES	000.00.371		What the New EPA Rules Mean		033
775	1	1	GENERAL TITLES	000.00.372		Dry Flue Gas Desulfurization Systems	GE	033
776	1	1	GENERAL TITLES	000.00.373		Pelajaran Bahasa Indonesia 1990 (2 Books)	FSI	035
777	1	1	GENERAL TITLES	000.00.374		Pengelolaan Kebersihan & Pertamanan Kotamadya II Denpasar 1994/1995		035
778	1	1	GENERAL TITLES	000.00.375		50 Tahun Bidang Cipta Karya (1945 - 1995)	DPU	035
779	1	1	GENERAL TITLES	000.00.376		Urban & Regional Development of Eastern Islands Project	DGCK	035
780	1	1	GENERAL TITLES	000.00.377		Indonesian Business : The Year Review 1996		035
781	1	1	GENERAL TITLES	000.00.378		Laporan Pelaksanaan Pembangunan Bidang Cipta Karya 1994/1995	DPU	035
782	1	1	GENERAL TITLES	000.00.379		3rd Jabotabek Development Project (JDUP III) June 1994		036

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
1046	1	1	GENERAL TITLES	000.00.380		Quarterly Progress Report (1 July 1997 - 30 September 1997)	CCPAP	035
1048	1	1	GENERAL TITLES	000.00.381		Executive Summary BOT Scheme of Karang Pilang III Water Treatment Plan	PT Arfiss & PT Agum	035
1051	1	1	GENERAL TITLES	000.00.382		1996 Annual Report of Raythoen		035
1054	1	1	GENERAL TITLES	000.00.383		Informasi dan Katalog Pelatihan Balai Pelatihan Air Bersih dan Pemukiman	DPU	035
1055	1	1	GENERAL TITLES	000.00.384		Balai Pelatihan Air Bersih dan Penyehatan Lingkungan Pemukiman	DPU	035
1056	1	1	GENERAL TITLES	000.00.385		World Markets in 1998 Infrastructure Development Asia	WEDC	037
1057	1	1	GENERAL TITLES	000.00.386		Owner's Guide to Construction Risk Management & Insurance	Gregg Bundschuh	037
1058	1	1	GENERAL TITLES	000.00.387		Gerencia de Participacion Privada en Infraestructura		037
1059	1	1	GENERAL TITLES	000.00.388		The Palm Pilot Coonected Organizer	USRobotics	037
1060	1	1	GENERAL TITLES	000.00.389		International Expansion of the Generale des Eaux Group		037
1061	1	1	GENERAL TITLES	000.00.390		Commercializataion &/or Water and Sewage Suplies: The Case of Malaysia	UMP	037
1069	1	1	GENERAL TITLES	000.00.391		PJM-P3KT Repelita VI thn 1995/1996 - 1999/2000 Padang, Sub Project Di	Pemda Tk II Padang	038
1070	1	1	GENERAL TITLES	000.00.392		PJM-P3KT Repelita VI Thn 1995/1996 - 1999/2000 Padang, Ringkasan Ek	Pemda Tk II Padang	038
1071	1	1	GENERAL TITLES	000.00.393		A Water Suuply Privatisation Proposal for Dumai/Duri, Province of Riau, Ind	PT Bina Maju Air	037
1072	1	1	GENERAL TITLES	000.00.394		Water Conservation in Jabotabek	4th IAWPRC 1993	039
1073	1	1	GENERAL TITLES	000.00.395		Public Private Participation in Water Supply Sector, Indonesia	DPU	039
1075	1	1	GENERAL TITLES	000.00.396		Indonesia Telecommunication Sector Industry		039
1082	1	1	GENERAL TITLES	000.00.397		World Bank Monthly Op'l Summary		039
1083	1	1	GENERAL TITLES	000.00.398		Second Village Infrastructure Project, Letter of Interest	Chemonics Int.	039
1084	1	1	GENERAL TITLES	000.00.399		TOR for Advorsy Services to The Directorate General of Human Settlement	WJUDSP	039
1086	1	1	GENERAL TITLES	000.00.400		Infrastructure's Impact on Development: Lessons from WDR 1994	Christine Kessides	039
1087	1	1	GENERAL TITLES	000.00.401		Enterprise Restructure & Revitalization Building Hungarian Capacity		039
1088	1	1	GENERAL TITLES	000.00.402		Recommendations for Improving Indonesia's Private Power Program	Lahmeyer Int. 1993	039
1090	1	1	GENERAL TITLES	000.00.403		Asian Infrastructure Profiles 1997	AsiaLaw	039
1091	1	1	GENERAL TITLES	000.00.404		Biogen 1995 (Fulfilling the Promise of Biotechnology)		039
1092	1	1	GENERAL TITLES	000.00.405		Energy Dalam PJP II Kesempatan dan Kesempitannya	YII	039
1107	1	1	GENERAL TITLES	000.00.406		Rencana Pembangunan PAM Jaya (thn 1994 - 2000)	PAM Jaya	039
1108	1	1	GENERAL TITLES	000.00.407		Program Pelayanan Air Minum 1995 - 2000	PAM Jaya	039
1109	1	1	GENERAL TITLES	000.00.408		Gambaran tentang Pelayanan Air Minum di wilayah DKI & kemungkinan per	PAM Jaya	039
1111	1	1	GENERAL TITLES	000.00.409		TOR Advisory Services for PSP	EJUDP-2	039
1112	1	1	GENERAL TITLES	000.00.410		Peluang peranserta swasta dlm penyediaan air bersih Samarinda	DPU	039
1113	1	1	GENERAL TITLES	000.00.411		Djakarta water supply project PPP OUTLINE APPROACH TO PROJECT	salim Gr. & Lyonnais	039
1114	1	1	GENERAL TITLES	000.00.412		Company Profile : PT THIESS Contractors Indonesia		039
1115	1	1	GENERAL TITLES	000.00.413		Ward Lester Management "expat money watch" Oct'97	WLM	039
1116	1	1	GENERAL TITLES	000.00.414		Front Lines October 1997	USAID	039
1117	1	1	GENERAL TITLES	000.00.415		Front Lines November 1997	USAID	039
1118	1	1	GENERAL TITLES	000.00.416		CICAK Newsletter December 1997	USAID	039
1119	1	1	GENERAL TITLES	000.00.417		CICAK Newsletter January 7, 1998	USAID	039
1120	1	1	GENERAL TITLES	000.00.418		CICAK Newsletter January 21, 1998	USAID	039
1121	1	1	GENERAL TITLES	000.00.419		CICAK Newsletter January 28, 1998	USAID	039
1122	1	1	GENERAL TITLES	000.00.420		Pedoman Pengajuan Minat Penanaman Modal Jalan Tol	PT Jasa Marga	039



NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
1123	1	1	GENERAL TITLES	000.00.421		Penawaran Penanaman Modal Jalan Tol	PT Jasa Marga	039
1130	1	1	GENERAL TITLES	000.00.422		Lingkup Lokakarya Peningkatan Peran Serta Swasta dlm Pelaksanaan Paket	Pemda Jati I JABAR	039
1131	1	1	GENERAL TITLES	000.00.423		Front Lines March 1998	USAID	039
1132	1	1	GENERAL TITLES	000.00.424		Inception Report March 1998 of WJEMP	Chemonics & Kogas	039
1133	1	1	GENERAL TITLES	000.00.425		Private Sector Participation in the Transport Sector Project (Final Report I-I	Ministry of Comunica	040
1135	1	1	GENERAL TITLES	000.00.426		CICAK Newsletter Vol. XXXIV No. 20, June 3, 1998	US Embassy	040
1137	1	1	GENERAL TITLES	000.00.426		Chemonics Egypt	Chemonics Int.	040
1136	1	1	GENERAL TITLES	000.00.527		CICAK Newsletter Vol. XXXIV No. 21, June 10, 1998	US Embassy	040
85	2	2	PURSE PROJECT REPORTS	100.00.001	Report # 103.009/	Training Implementation Plan	PURSE Report	
86	2	2	PURSE PROJECT REPORTS	100.00.002	Report # 104.00/9	Work Plan for Project Year One	PURSE Report	
87	2	2	PURSE PROJECT REPORTS	100.00.003	Report # 101.02.1/	Preliminary Review and Evaluation of Central Government Policy	PURSE Report	
88	2	2	PURSE PROJECT REPORTS	100.00.004	Report # 101.02/9	Baseline Review of Existing Legal & Regulatory Issues for PPP and PSP	PURSE Report	
89	2	2	PURSE PROJECT REPORTS	100.00.005	Report # 102.02/9	Project Financial Structure and Financial & Performance Guarantees for BO	PURSE Report	
90	2	2	PURSE PROJECT REPORTS	100.00.006	Report #102.04/1/	Description of Existing PSP & PPP Projects in Indonesia - Analysis of Lesso	PURSE Project	
91	2	2	PURSE PROJECT REPORTS	100.00.007	Report # 106.00/9	First Annual Progress Report & Quarterly Progress Report # 1	PURSE Project	
92	2	2	PURSE PROJECT REPORTS	100.00.008	Report # 303.5/94/	PURSE Roundtable Discussion Papers	PURSE Report	
93	2	2	PURSE PROJECT REPORTS	100.00.009	Report # 105.00/9	Quarterly Progress Report # 2	PURSE Project	
94	2	2	PURSE PROJECT REPORTS	100.00.010	Report # 102.03.2/	Project Identification	PURSE Project	
95	2	2	PURSE PROJECT REPORTS	100.00.011	Report # 105.00/9	Quarterly Progress Report # 3	PURSE Project	
96	2	2	PURSE PROJECT REPORTS	100.00.012	Report # 102.04.2.	Case Study Training: Paiton Power Project and Nusa Dua Water Supply Proj	PURSE Project	
97	2	2	PURSE PROJECT REPORTS	100.00.013	Report # 105.00/9	Quarterly Progress Report # 4	PURSE Project	
98	2	2	PURSE PROJECT REPORTS	100.00.014	Report # 101.09/9	PPP in Infrastructure Development: The US Experience	PURSE Project	
99	2	2	PURSE PROJECT REPORTS	100.00.015	Report # 106.00/9	Second Work Plan	PURSE Project	
100	2	2	PURSE PROJECT REPORTS	100.00.016	Report # 101.01/9	Narrative Description: Indonesian Laws & Regulations on PPP & PSP in Sec	SSEK Project	
101	2	2	PURSE PROJECT REPORTS	100.00.017	Report # 101.04/9	Demonstration Projects Report	PURSE Project	
102	2	2	PURSE PROJECT REPORTS	100.00.018	Report # 101/05.1/	Water Tariff Policy in Indonesia	PURSE Project	
103	2	2	PURSE PROJECT REPORTS	100.00.019	Report # 102.01.1/	Financial Analysis Model (Preliminary Report)	PURSE Project	
104	2	2	PURSE PROJECT REPORTS	100.00.020	Report # 101.02.2/	Solid Waste Management Regulation (Draft)	PURSE Project	
105	2	2	PURSE PROJECT REPORTS	100.00.021	Report # ID.108.5/	Monitoring and Evaluation Indicator	PURSE Project	
106	2	2	PURSE PROJECT REPORTS	100.00.022	Report # 105.00/9	Annual Progress Report 1994 & Quarterly Progress Report # 5	PURSE Project	
107	2	2	PURSE PROJECT REPORTS	100.00.023	Report # 105.00/9	Quarterly Progress Report # 6	PURSE Project	
108	2	2	PURSE PROJECT REPORTS	100.00.024	Report # 102.01.1/	Financial Analysis Model : User's Manual for PDAMs	PURSE Project	
109	2	2	PURSE PROJECT REPORTS	100.00.025	Report # 2.04.10/9	Database for Marketing and Investment Resources	PURSE Project	
110	2	2	PURSE PROJECT REPORTS	100.00.026	Report # 2.04.2B/9	Solid Waste Collection Pre-feasibility Study: City of Mataram	PURSE Project	
111	2	2	PURSE PROJECT REPORTS	100.00.027	Report # 2.04.2B/9	Identification of Services Area for Solid Waste Management in Mataram Cit	PURSE Project	
112	2	2	PURSE PROJECT REPORTS	100.00.028	Report # I.A.1.09.1/	The History of Financing Infrastructure in America: Practical Implications fo	PURSE Project	
113	2	2	PURSE PROJECT REPORTS	100.00.029	Report # 105.00/9	Quarterly Progress Report # 7	PURSE Project	
114	2	2	PURSE PROJECT REPORTS	100.00.030	Report # I.A.1.09.3	Financing Environmental Infrastructure: Credit Support and Financial Guarant	PURSE Project	
115	2	2	PURSE PROJECT REPORTS	100.00.031	Report # 105.00/9	Quarterly Progress Report #8	PURSE Project	
116	2	2	PURSE PROJECT REPORTS	100.00.032	Report # I.C.1.02.1	Analysis of Legal & Regulatory Constraints, Deficiencies and Omissions in I	S.S.E.K.	
117	2	2	PURSE PROJECT REPORTS	100.00.033	Report # 105.00/9	Annual Progress Report 1995 & Quarterly Progress Report # 9	PURSE Project	



NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
118	2	2	PURSE PROJECT REPORTS	100.00.034	Report # 106.00/9	Third Work Plan (Draft)	PURSE Project	
119	2	2	PURSE PROJECT REPORTS	100.00.035	Report # 105.00/9	Quarterly Progress Report #10	PURSE Project	
120	2	2	PURSE PROJECT REPORTS	100.00.036	Report # 105.00/9	Quarterly Performance Report #11	PURSE Project	
121	2	2	PURSE PROJECT REPORTS	100.00.037	Report #12.1.A/96/	Risks & Their Frequencies, Possible Effects & Their Allocation Between Tw	PURSE Project	
122	2	2	PURSE PROJECT REPORTS	100.00.038	Report #7.3.A/96/0	Non Revenue Water: What it is; What Can be Done About it; Who Will Rea	PURSE Project	
123	2	2	PURSE PROJECT REPORTS	100.00.039	Report #12.1.C/96/	Technical Targets: Considerations in Establishing Them & Measuring Progre	PURSE Project	
124	2	2	PURSE PROJECT REPORTS	100.00.040	Report #7.3.A/96/0	Selling of Raw Water or Bulk Water Between Companies, Both Public and P	PURSE Project	
125	2	2	PURSE PROJECT REPORTS	100.00.041	Report #12.1.C/96/	Issues Concerning Transfer of Treated Water Between Two or More Private	PURSE Project	
485	2	2	PURSE PROJECT REPORTS	100.00.042	Report # 105.00/9	Quarterly Performance Report No.12: July 1 - September 30, 1996	PURSE	
486	2	2	PURSE PROJECT REPORTS	100.00.043	Report # 105.00/9	Annual Progress Report 1996 & Quarterly Progress Report No.13 : Oct 1 -	PURSE	
488	2	2	PURSE PROJECT REPORTS	100.00.044	Report # 105.00/9	Quarterly Performance Report No.14: Jan 1 - Mar 31, 1996	PURSE	
489	2	2	PURSE PROJECT REPORTS	100.00.045	Report # IQC-DP/97	Inception Report for the Environmental & Urban Program Support IQC	PURSE - IQC Team	
1138	2	2	PURSE PROJECT REPORTS	100.00.046	Report #106.00/97	Fourth Work Plan (July 1997 - September 1998)	PURSE Report	
1139	2	2	PURSE PROJECT REPORTS	100.00.047	Report #3/12.1.E/9	Project Life Cycle IOperation Manual)	PURSE Project	
1140	2	2	PURSE PROJECT REPORTS	100.00.048	Report #3/12.1.E/97	Project Life Cycle (Model Document)	PURSE Project	
1141	2	2	PURSE PROJECT REPORTS	100.00.049	Report #106.12/97	Trip Report - Invitational Travel to Malaysia	PURSE Project	
1142	2	2	PURSE PROJECT REPORTS	100.00.050	Report #105.00/97	Quarterly Performance Report No. 15 (April - June 1997)	PURSE Project	
1143	2	2	PURSE PROJECT REPORTS	100.00.051	Report #105.00/97	Quarterly Performance Report No. 16 (July - September 1997)	PURSE Project	
1144	2	2	PURSE PROJECT REPORTS	100.00.052	Report #105.00/98	Annual Progress Report - 1997 & QPR No. 17	PURSE Report	
1145	2	2	PURSE PROJECT REPORTS	100.00.053	Report #IQC-DP/97/	Quarterly Performance Report No. 1	PURSE Report	
1146	2	2	PURSE PROJECT REPORTS	100.00.054	Report #105.00/98	Quarterly Progress Report No. 18	PURSE Project	
1147	2	2	PURSE PROJECT REPORTS	100.00.055	Report #102.01.1/	User Manual to Financial Analysis Model for BOT Project Water Supply Sec	PURSE Project	
1148	2	2	PURSE PROJECT REPORTS	100.00.056	Report #105.00/98	Quarterly Performance Report No. 19	PURSE Project	
126	3	3	POLICY, LEGAL AND REGU	200.201.001	General	Basic Outline of Law of Commercial Paper		001
127	3	3	POLICY, LEGAL AND REGU	200.201.002	General	Policies for Strengthening Local Government in Developing Countries		001
128	3	3	POLICY, LEGAL AND REGU	200.202.003	General	Public Private Partnerships for Environmental Facilities		
129	3	3	POLICY, LEGAL AND REGU	200.202.004	General	Report of the UN Commission on Int'l Trade Law 1994		001
858	3	3	POLICY, LEGAL AND REGU	200.202.005	General	Executive Order No. 215 (Philippine)		001
859	3	3	POLICY, LEGAL AND REGU	200.202.006	General	Policy Network for PPP & PSP		001
860	3	3	POLICY, LEGAL AND REGU	200.202.007	General	Housing Policy Debate Vol. 5	Fannie Mae	001
861	3	3	POLICY, LEGAL AND REGU	200.202.008	General	Results from Household & Water Vendor Survey in North Jakarta	World Bank	001
862	3	3	POLICY, LEGAL AND REGU	200.202.009	General	Peraturan Air Bersih dan Sanitasi di Kabupaten Daerah Tingkat II Sidoarjo	FH UNAIR	001
863	3	3	POLICY, LEGAL AND REGU	200.202.010	General	Electric Power Restructuring & Regulatory Reform	USAID	002
864	3	3	POLICY, LEGAL AND REGU	200.202.011	General	Intruksi Menteri Dalam Negeri No. 21 thn 1996		002
865	3	3	POLICY, LEGAL AND REGU	200.202.012	General	Investment Law & Regulation 1991	BKPM	002
866	3	3	POLICY, LEGAL AND REGU	200.202.013	General	Keputusan Gubernur Kepala Daerah Khusus Ibukota Jakarta 1993		002
867	3	3	POLICY, LEGAL AND REGU	200.202.014	General	Regulatory Assistance in the Evaluation of Power Purchases fr. Inepen. Pro	RMI	002
868	3	3	POLICY, LEGAL AND REGU	200.202.015	General	Regulatory Ass. in the Ev. of Power Purchases fr Inde. Prod. of Philippine	RMI	002
869	3	3	POLICY, LEGAL AND REGU	200.202.016	General	Measurement & Analysis for Policy, Planning & Project Implementation 199	USAID	002
870	3	3	POLICY, LEGAL AND REGU	200.202.017	General	Keputusan Walikotamadya Kep. Daerah II Denpasar No. 106 1995		003
871	3	3	POLICY, LEGAL AND REGU	200.202.018	General	Keputusan Walikotamadya Kep. Daerah II Denpasar No. 735 1994		003

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
872	3	3	POLICY, LEGAL AND REGU	200.202.019	General	Perda II Denpasar No. 13 thn 1995 : Retribusi Kebersihan		003
873	3	3	POLICY, LEGAL AND REGU	200.202.020	General	Keputusan Walikotamadya Kepda II Denpasar No, 811 195		003
874	3	3	POLICY, LEGAL AND REGU	200.202.021	General	Keputusan Walikotamadya Kepda II Denpasar no. 25 1994		003
875	3	3	POLICY, LEGAL AND REGU	200.202.022	General	National Water Resources Policy INS/90/024 Indonesia	UNDP	004
876	3	3	POLICY, LEGAL AND REGU	200.202.023	General	The Policy Action Plan for Local Gov. Bonds in Indonesia	MFP	004
1049	3	3	POLICY, LEGAL AND REGU	200.202.024	General	Perjanjian Jual Beli Air antara PT Bina Surabaya Tirta dgn PDAM Surabaya		004
1078	3	3	POLICY, LEGAL AND REGU	200.202.025	General	The Impact of Water Supply Deregulation in Jakarta, Indonesia	World Bank	004
1079	3	3	POLICY, LEGAL AND REGU	200.202.026	General	Water Supply Deregulation and the Urban Poor	Randall Crane	004
1080	3	3	POLICY, LEGAL AND REGU	200.202.027	General	Keputusan Menteri Dalam Negeri ttg Penilaian & Pemantauan Kinerja Keuan	Mendagri	004
130	4	3	POLICY, LEGAL AND REGU	200.210.001	Indonesia	Repelita VI		
131	4	3	POLICY, LEGAL AND REGU	200.210.002	Indonesia	Himpunan Peraturan Perundangan bidang Pengairan Tingkat Nasional		001
132	4	3	POLICY, LEGAL AND REGU	200.210.003	Indonesia	Himpunan Peraturan Perundangan Perusahaan Daerah		
133	4	3	POLICY, LEGAL AND REGU	200.210.004	Indonesia	KEP-03/MenKLH/11/1991		001
134	4	3	POLICY, LEGAL AND REGU	200.210.005	Indonesia	KEP-03/MenKLH/11/1991 (English)		001
135	4	3	POLICY, LEGAL AND REGU	200.210.006	Indonesia	KEP-10/MenKLH/3/1994		001
136	4	3	POLICY, LEGAL AND REGU	200.210.007	Indonesia	KEP.122/KET/7/1994		001
137	4	3	POLICY, LEGAL AND REGU	200.210.008	Indonesia	KepMendagri No. 16/1991		
138	4	3	POLICY, LEGAL AND REGU	200.210.009	Indonesia	PPRI 17/1992		001
139	4	3	POLICY, LEGAL AND REGU	200.210.010	Indonesia	Keppres #6/1995 Procurement Evaluation Team		001
140	4	3	POLICY, LEGAL AND REGU	200.210.011	Indonesia	KEPPRES 16/1994		002
141	4	3	POLICY, LEGAL AND REGU	200.210.012	Indonesia	KEPPRES 37/1992		002
142	4	3	POLICY, LEGAL AND REGU	200.210.014	Indonesia	PerMenPerEn 02.P/03/M.PE/93		002
143	4	3	POLICY, LEGAL AND REGU	200.210.015	Indonesia	PPRI No. 51/1993		002
144	4	3	POLICY, LEGAL AND REGU	200.210.016	Indonesia	Public Procurement System of Indonesia		002
145	4	3	POLICY, LEGAL AND REGU	200.210.017	Indonesia	Organisasi Tata Kerja BAPPEDAL		002
146	4	3	POLICY, LEGAL AND REGU	200.210.018	Indonesia	Produk Hukum tentang Pembinaan Perusahaan Daerah 1995		002
147	4	3	POLICY, LEGAL AND REGU	200.210.019	Indonesia	Himpunan Peraturan MPU dibidang Pengairan		002
148	4	3	POLICY, LEGAL AND REGU	200.210.020	Indonesia	Gov't Regulation No. 20/1990		002
149	4	3	POLICY, LEGAL AND REGU	200.210.021	Indonesia	PP19/1994		002
150	4	3	POLICY, LEGAL AND REGU	200.210.022	Indonesia	Draft - KEPPRES Pelaksanaan Pembiayaan Proyek-Proyek Infrastructure mel		002
151	4	3	POLICY, LEGAL AND REGU	200.210.023	Indonesia	Imendagri No. 21 Th 1996 # Juli 1996		
877	4	3	POLICY, LEGAL AND REGU	200.210.024	Indonesia	Himpunan Peraturan tentang Pengendalian Dampak Lingkungan Seri I	BAPPEDAL	002
878	4	3	POLICY, LEGAL AND REGU	200.210.025	Indonesia	Himpunan Kep-Menteri Keuangan RI tentang Dana Pensiun		002
879	4	3	POLICY, LEGAL AND REGU	200.210.026	Indonesia	UU-RI No. 2 Thn. 1992 dan PP Tentang Usaha Perasuransian		003
880	4	3	POLICY, LEGAL AND REGU	200.210.027	Indonesia	UU No. 11 1992 tentang Dana Pensiun		003
881	4	3	POLICY, LEGAL AND REGU	200.210.028	Indonesia	Law or the GOI No. 11 1992 Concerning Pension Funds		003
882	4	3	POLICY, LEGAL AND REGU	200.210.029	Indonesia	Standard Docs for Procurement of International Consultancy Services I (19	DPU	003
883	4	3	POLICY, LEGAL AND REGU	200.210.030	Indonesia	Standar Dokumen Undangan utk Pengadaan Jasa Konsultan Dlm Negeri 2 (	DPU	003
884	4	3	POLICY, LEGAL AND REGU	200.210.031	Indonesia	Standards Bidding Docs Tendering for Procurement of Civil Eng. Works Int.	DPU	003
885	4	3	POLICY, LEGAL AND REGU	200.210.032	Indonesia	Standar Dokumen Lelang u/ Pengadaan Barang dgn Pelelangan Dlm Negeri	DPU	003
886	4	3	POLICY, LEGAL AND REGU	200.210.033	Indonesia	Standard Docs for Tendering for Procurement of Civil Eng. Works Int. Com	DPU	003

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
887	4	3	POLICY, LEGAL AND REGU	200.210.034	Indonesia	Standar Dokumen Lelang u/ Pengadaan Jasa Kontraktor dgn Pelelangan DN	DPU	004
888	4	3	POLICY, LEGAL AND REGU	200.210.035	Indonesia	Baseline Evaluation Report of Independent Power Production in thr Philippin	RMI	004
889	4	3	POLICY, LEGAL AND REGU	200.210.036	Indonesia	Key Issues in Urban Policy Dev. & Our Strategic Response 1997	IIUD	004
890	4	3	POLICY, LEGAL AND REGU	200.210.037	Indonesia	Permitting & Regulatory Flexibility in Composting		004
891	4	3	POLICY, LEGAL AND REGU	200.210.038	Indonesia	Monitoring Indicators of Repelita VI Urban Policy Action Plan Implement Re		004
892	4	3	POLICY, LEGAL AND REGU	200.210.039	Indonesia	International Directory of Utility Regulatory Institutions	World Bank	004
1093	4	3	POLICY, LEGAL AND REGU	200.210.040	Indonesia	Peraturan Pemerintah tentang Pelaksanaan Pemilu 1997	CV. Mini Jaya Abadi	004
1103	4	3	POLICY, LEGAL AND REGU	200.210.041	Indonesia	Kepmen PU No. 249/KPTS/95 ttg pembentukan tim koordinasi penyiapan p	MenPU	005
1104	4	3	POLICY, LEGAL AND REGU	200.210.042	Indonesia	KepmenPU No. 1/95 regarding Guidelines to loan fund mgt og the regional	DPU	005
1105	4	3	POLICY, LEGAL AND REGU	200.210.043	Indonesia	Ins-MOHA No. 9/95 re: procedure fr cooperation between the regional co.	DPU	005
1106	4	3	POLICY, LEGAL AND REGU	200.210.044	Indonesia	Draft PP development policy in the areas of clean water supply, waste wat	DPU	005
1110	4	3	POLICY, LEGAL AND REGU	200.210.045	Indonesia	Draft perjanjian kerjasama antara PAM Jaya dgn PT.KPA		005
1134	4	3	POLICY, LEGAL AND REGU	200.210.046	Indonesia	Keppres No. 70/98 ttg Kerjasama Pemerintah & Badan Usaha Swasta dlm	GOI	005
152	5	3	POLICY, LEGAL AND REGU	200.230.001	Other Legal Referen	Model Procurement Code for State and Local Gov't		001
153	5	3	POLICY, LEGAL AND REGU	200.230.002	Other Legal Referen	Reducing Regulatory Barriers to Private Sector Participation in Latin Americ		001
154	5	3	POLICY, LEGAL AND REGU	200.230.003	Other Legal Referen	Law Relating to Foreign Investment in Real Property in Various Asia-Pasific		
155	5	3	POLICY, LEGAL AND REGU	200.230.004	Other Legal Referen	Infrastructure and Industrial Policy in South Asia: Achieving the Transitipn		
893	5	3	POLICY, LEGAL AND REGU	200.230.005	Other Legal Referen	A Growing Role for PS in the Provision of Public Service in 3rd World Cities	USAID	001
156	6	3	POLICY, LEGAL AND REGU	200.240.001	Contract and Profor	BOT Bld Documents for RP Cargo Terminal - Vol. 1-2 (Proposal)		001
157	6	3	POLICY, LEGAL AND REGU	200.240.002	Contract and Profor	Contract Documents for Operation of the St. John Landfill	Sample Docs. Library	
158	6	3	POLICY, LEGAL AND REGU	200.240.003	Contract and Profor	Pedoman RKL dan RPL TKA Sampah, kota sedang & Kecil (Konsep)	Sample Docs. Library	
159	6	3	POLICY, LEGAL AND REGU	200.240.004	Contract and Profor	Standar Dokumen Undangan untuk Pengadaan Jasa Konsultan Internasional	Sample Docs. Library	
160	6	3	POLICY, LEGAL AND REGU	200.240.005	Contract and Profor	Standar Dokumen Undangan untuk Pengadaan Jasa Konsultan Dalam Negeri	Sample Docs. Library	
161	6	3	POLICY, LEGAL AND REGU	200.240.006	Contract and Profor	Standar Dokumen Lelang untuk Pengadaan Barang dengan Pelelangan Inter	Sample Docs. Library	
162	6	3	POLICY, LEGAL AND REGU	200.240.007	Contract and Profor	Standar Dokumen Lelang untuk Pengadaan Barang dengan Pelelangan Dala	Sample Docs. Library	
163	6	3	POLICY, LEGAL AND REGU	200.240.008	Contract and Profor	Standar Dokumen Lelang Pengadaan Jasa Kontraktor Pelelangan Internasio	Sample Docs. Library	
164	6	3	POLICY, LEGAL AND REGU	200.240.009	Contract and Profor	Standar Dokumen Lelang Pengadaan Jasa Kontraktor Pelelangan Dalam Ne	Sample Docs. Library	
165	6	3	POLICY, LEGAL AND REGU	200.240.010	Contract and Profor	Handbook for Cooperation between Gov't - Private Parties in Clean Water S	Sample Docs. Library	
166	6	3	POLICY, LEGAL AND REGU	200.240.011	Contract and Profor	Procurement of Works - Sample Bidding Documents	Sample Docs. Library	
167	6	3	POLICY, LEGAL AND REGU	200.240.012	Contract and Profor	Procurement of Works	Sample Docs. Library	
894	6	3	POLICY, LEGAL AND REGU	200.240.013	Contract and Profor	Issues Concerning Gov. Procurement Regulations & PPP BOO/BOT/KSO No	BAI	001
895	6	3	POLICY, LEGAL AND REGU	200.240.014	Contract and Profor	Implementating Rules & Regulations (Philippines) No. 6957		001
896	6	3	POLICY, LEGAL AND REGU	200.240.015	Contract and Profor	The Amended BOT Law	PAP	001
897	6	3	POLICY, LEGAL AND REGU	200.240.016	Contract and Profor	Contract Works Policy		001
898	6	3	POLICY, LEGAL AND REGU	200.240.017	Contract and Profor	Chemonics Internasional Policy Manual June 1995		001
1094	6	3	POLICY, LEGAL AND REGU	200.240.018	Contract and Profor	Gov. Regulation No. 20 1994, Share Ownership in Companies Established	SSEK (Translator)	001
168	7	4	ECONOMIC AND FINANCE	300.301.001	General	East Asian Miracle: Economic Growth & Public Policy	World Bank	001
169	7	4	ECONOMIC AND FINANCE	300.301.002	General	Guidelines for Economic Appraisal	NSW Gov't - Australi	
170	7	4	ECONOMIC AND FINANCE	300.301.003	General	IFC Investment Review		001
171	7	4	ECONOMIC AND FINANCE	300.301.004	General	Indonesia Urban Sector Loan (LOAN 2819-IND)		
172	7	4	ECONOMIC AND FINANCE	300.301.005	General	Industrial Structures and Development of Small & Medium Enterprise Linkag	EDI/World Bank	001

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
173	7	4	ECONOMIC AND FINANCE	300.301.006	General	Kinerja Keuangan PDAM	MFP/MOF	001
174	7	4	ECONOMIC AND FINANCE	300.301.007	General	Legal Framework of Investment in ASEAN: Investment Regulations and Inc	PITO Brief #8	001
175	7	4	ECONOMIC AND FINANCE	300.301.008	General	MFEI Eligible Expenditures Monitoring System	John Taylor/MFP	001
176	7	4	ECONOMIC AND FINANCE	300.301.009	General	NSW Gov't Guidelines for Economic Appraisal	NSW Treasury	001
177	7	4	ECONOMIC AND FINANCE	300.301.010	General	Pedoman Sistem Akuntansi Perusahaan Daerah Air Minum		001
178	7	4	ECONOMIC AND FINANCE	300.301.011	General	Private Sector Investment Needs Assessments	WASH Task #186	002
179	7	4	ECONOMIC AND FINANCE	300.301.012	General	Project Appraisal & Finance Seminar	CCPAP Philippines	002
180	7	4	ECONOMIC AND FINANCE	300.301.013	General	Project Finance International #57		002
181	7	4	ECONOMIC AND FINANCE	300.301.014	General	Project Financing Paper		002
182	7	4	ECONOMIC AND FINANCE	300.301.015	General	Regional Workshop on Indonesia Regional Finance & Dev. Account	World Bank	002
183	7	4	ECONOMIC AND FINANCE	300.301.016	General	Regulatory & Price Policies for Water Conservation & Recycling in Jakarta	IWACO/WB report	002
184	7	4	ECONOMIC AND FINANCE	300.301.017	General	Urban Economics and National Development	GPeterson/TKingsley/	002
185	7	4	ECONOMIC AND FINANCE	300.301.018	General	Urban Environmental Services in Developing Countries	Michigan Uni. - Econ.	
186	7	4	ECONOMIC AND FINANCE	300.301.019	General	Urban Policy Action Plan Monitoring Indicators & Annexes	MFP/MOF	003
187	7	4	ECONOMIC AND FINANCE	300.301.020	General	Cost Implications of Sub Title "D" criteria	James Walsh	003
188	7	4	ECONOMIC AND FINANCE	300.301.021	General	Peningkatan Kapasitas Broni PDAM Jambi 600l/det dengan Peran Swasta	PT Waseco Tirta	003
189	7	4	ECONOMIC AND FINANCE	300.301.022	General	Indonesia Assessment 1994	Ins. of SouthEast Asi	003
190	7	4	ECONOMIC AND FINANCE	300.301.023	General	APEC Cooperation in Infrastructure		004
191	7	4	ECONOMIC AND FINANCE	300.301.024	General	Fiscal Decentralization in Indonesia		003
193	7	4	ECONOMIC AND FINANCE	300.301.025	General	Land Markets Regulations in Urban Indonesia		003
192	7	4	ECONOMIC AND FINANCE	300.301.025	General	Land Markets and Regulations in Urban Indonesia	BFergusson & MHoff	003
194	7	4	ECONOMIC AND FINANCE	300.301.026	General	Policy Study on Credit Enhancements to Philippines Infrastructure Projects		003
195	7	4	ECONOMIC AND FINANCE	300.301.027	General	Policy Study on Credit Enhancement to Philippine Infrastructure & Opportun		003
196	7	4	ECONOMIC AND FINANCE	300.301.028	General	Regulatory Framework Foreign Investment in Indonesia & Opportunities		003
197	7	4	ECONOMIC AND FINANCE	300.301.029	General	Public Land Banking and Applicability to Indonesia		003
198	7	4	ECONOMIC AND FINANCE	300.301.030	General	Financing & Commercializing Private Provision of Public Services	Price Waterhouse	003
199	7	4	ECONOMIC AND FINANCE	300.301.031	General	Reforms Financial Sector in Indonesia, 1983 - 1991 #7	PITO - East West Cen	005
200	7	4	ECONOMIC AND FINANCE	300.301.032	General	Environment Money: Int'l Business Exec Guide to Gov't Resources	William A. Delphos	005
201	7	4	ECONOMIC AND FINANCE	300.301.033	General	Private Participation in Infrastructure - Market Structure, Competition & Re	WB	005
202	7	4	ECONOMIC AND FINANCE	300.301.034	General	Seminar Material - Kemitraan & Sinkronisasi Investasi dlm Pembangunan be	URDI	005
203	7	4	ECONOMIC AND FINANCE	300.301.035	General	Value Line - Investment Survey Expanded	URDI	
204	7	4	ECONOMIC AND FINANCE	300.301.036	General	USAID Environmental Assistance Program in Indonesia	URDI	
205	7	4	ECONOMIC AND FINANCE	300.301.037	General	Regulatory Assistance in the Evaluation of Power Purchases from Independ	URDI	
206	7	4	ECONOMIC AND FINANCE	300.301.038	General	Supplementary Proposal: Regulatory Assistance in the Evaluation of Power	URDI	
783	3	4	ECONOMIC AND FINANCE	300.301.039	General	Final Pricing Book of Massachusetts Housing Finance Agency	Lehman Bro.	005
784	7	4	ECONOMIC AND FINANCE	300.301.040	General	Kegiatan Usaha Perasuransian Indonesia 1993	MOF	005
785	7	4	ECONOMIC AND FINANCE	300.301.041	General	Structuring Municipal Revenue Bonds: Issues & Options	MFP	005
786	7	4	ECONOMIC AND FINANCE	300.301.042	General	Federal Housing Finance Board (1992 Report)		005
787	7	4	ECONOMIC AND FINANCE	300.301.043	General	Bond Funds, Reserve Funds & Debt Service for PDAM Bandung & Semarang	MFP	006
788	7	4	ECONOMIC AND FINANCE	300.301.044	General	Strategic Planning for Revenue Bond Implementation Program	MFP	006
789	7	4	ECONOMIC AND FINANCE	300.301.045	General	Review of the Proposal Prospectus of PDAM Bandung	MFP	006

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790	7	4	ECONOMIC AND FINANCE	300.301.046	General	Review of the Proposal Prospectus of PAM Jaya	MFP	006
791	7	4	ECONOMIC AND FINANCE	300.301.047	General	Guidelines for Preparing Board Prospectus	MFP	006
792	7	4	ECONOMIC AND FINANCE	300.301.048	General	Rencana Anggaran Biaya Proyek Swasta Air Bersih (Semarang)		006
793	7	4	ECONOMIC AND FINANCE	300.301.049	General	AFTA: An Outward Looking Free Trade Agreement	PITO	006
794	7	4	ECONOMIC AND FINANCE	300.301.050	General	Asean Country Profile Malaysia : The Next Nie ?	PITO	006
795	7	4	ECONOMIC AND FINANCE	300.301.051	General	Balance Sheet: Ending of November 1995		006
796	7	4	ECONOMIC AND FINANCE	300.301.052	General	Adipura Trophy for the Cities 1986 - 1993		006
797	7	4	ECONOMIC AND FINANCE	300.301.053	General	Privatizing Solid Waste Management Services in Dev. Counties	USAID	006
798	7	4	ECONOMIC AND FINANCE	300.301.054	General	Analysis and Negotiation of BOO & BOT Projects: Alternative Strategic for	DFED	006
799	7	4	ECONOMIC AND FINANCE	300.301.055	General	Global Project Finance	Standard & Poor's	006
800	7	4	ECONOMIC AND FINANCE	300.301.056	General	Report & Recom. of the President to the Board Dir. on Prop. Loans & Tech.	ADB	006
801	7	4	ECONOMIC AND FINANCE	300.301.057	General	Study of Options for Financing Infrastructuring Expansion	John C.D.	007
802	7	4	ECONOMIC AND FINANCE	300.301.058	General	Report on the Potential fr the Utilization of Mun. Bonds in Indonesia	AID	007
803	7	4	ECONOMIC AND FINANCE	300.301.059	General	An Invitation of Invest in Philippine Infrastructure		007
804	7	4	ECONOMIC AND FINANCE	300.301.060	General	OPIC's Brochures : Investment Insurance, Investment Info. Service & Invest		007
805	7	4	ECONOMIC AND FINANCE	300.301.061	General	Project Finance in Latin America June 1994	LatinFinance	007
806	7	4	ECONOMIC AND FINANCE	300.301.062	General	Project Finance : International February 1995	IFR	007
807	7	4	ECONOMIC AND FINANCE	300.301.063	General	Paper: Financing & Managing Project Dev. in Latin America & Asia Pacific 1		007
808	7	4	ECONOMIC AND FINANCE	300.301.064	General	Funding Project Debt in The Capital Markets	Morgan Stanley & Co	007
809	7	4	ECONOMIC AND FINANCE	300.301.065	General	International Project Finance Trust Services	Chase Manhattan	007
810	7	4	ECONOMIC AND FINANCE	300.301.066	General	Erection All Risks Policy		007
811	7	4	ECONOMIC AND FINANCE	300.301.067	General	Financing Global Infrastructure Though the International Capital Market	Lehman Bro., Inc.,	007
812	7	4	ECONOMIC AND FINANCE	300.301.068	General	Tender Docs. For BOT (Coal Fired Thermal Power Plants Febr'93		007
813	7	4	ECONOMIC AND FINANCE	300.301.069	General	US Investment Analysis (PURSE)	USAID	007
814	7	4	ECONOMIC AND FINANCE	300.301.070	General	Municipal Finance for Environmental Infrastructure (Project Paper)	MFP	007
815	7	4	ECONOMIC AND FINANCE	300.301.071	General	Municipal Finance for Environmental Infrastructure (Annexes)	MFP	007
816	7	4	ECONOMIC AND FINANCE	300.301.072	General	Infrastructure Finance Vol. 2 : Institutional & Macroeconomic Issues	USAID	007
817	7	4	ECONOMIC AND FINANCE	300.301.073	General	Infrastructure Finance Vol 1 : Financing Urban Infrastructure in Less Dev. C	USAID	007
818	7	4	ECONOMIC AND FINANCE	300.301.074	General	Organisation for Economic Cooperation & Development	Bill L. Long	007
819	7	4	ECONOMIC AND FINANCE	300.301.075	General	Environmental Business Exchange	PURSE	007
820	7	4	ECONOMIC AND FINANCE	300.301.076	General	Infrastructure Financing & Cost Recovery Options	USAID	007
821	7	4	ECONOMIC AND FINANCE	300.301.077	General	EX-IM Bank Project Finance Engineering & Environment Division		007
822	7	4	ECONOMIC AND FINANCE	300.301.078	General	EX-IM Bank (A New Approach to Project Finance)		007
823	7	4	ECONOMIC AND FINANCE	300.301.079	General	EX-IM Bank Contract Adm.: How to Get The Money		007
824	7	4	ECONOMIC AND FINANCE	300.301.080	General	The Economics of Technology	USAID	008
825	7	4	ECONOMIC AND FINANCE	300.301.081	General	Investmrent Regulations & Incentives	PITO	008
826	7	4	ECONOMIC AND FINANCE	300.301.082	General	ADB Business Opportunities Dec'94	ADB	
827	7	4	ECONOMIC AND FINANCE	300.301.083	General	Loan, Technical Ass. & Private Sector Operations Approvals Sept'94	ADB	008
828	7	4	ECONOMIC AND FINANCE	300.301.084	General	Project for Commercial Co-Financing Sept'94	ADB	008
829	7	4	ECONOMIC AND FINANCE	300.301.085	General	Cost & Availability of Electricity/A Comparative Analysis of Industry Refor	GE	008
830	7	4	ECONOMIC AND FINANCE	300.301.086	General	The Potential for the Utilisation of Municipal Bonds in Indonesia	USAID	009

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831	7	4	ECONOMIC AND FINANCE	300.301.087	General	Water Market, Market Reform and the Urban Poor	Randall Crane	008
832	7	4	ECONOMIC AND FINANCE	300.301.088	General	Privatisation in Emerging Markets	World Equity	008
833	7	4	ECONOMIC AND FINANCE	300.301.089	General	Tax Guide 1994 for Individuals		
834	7	4	ECONOMIC AND FINANCE	300.301.090	General	MFP II : Quaterly Performance Report No. II	MFP	008
835	7	4	ECONOMIC AND FINANCE	300.301.091	General	An Overview of Urban Finance in the Region	ADB	008
836	7	4	ECONOMIC AND FINANCE	300.301.092	General	Project Finance	TFR	008
837	7	4	ECONOMIC AND FINANCE	300.301.093	General	MFP Quarterly Progress Report No. 5	MFP	008
838	7	4	ECONOMIC AND FINANCE	300.301.094	General	guidelines for Preparing Bond Prospectus	Stephen V.P.	008
839	7	4	ECONOMIC AND FINANCE	300.301.095	General	International Project Development & Financing	Taylor-Dejongh	008
840	7	4	ECONOMIC AND FINANCE	300.301.096	General	Self Financing an Alternative for Suatainable Rural WSS Projects	CARE Indonesia	008
841	7	4	ECONOMIC AND FINANCE	300.301.097	General	Shelter Model Housing Assistance Analysis Program	CBAGSB	010
1064	7	4	ECONOMIC AND FINANCE	300.301.098	General	Global Water Report	Financial Times	008
1076	7	4	ECONOMIC AND FINANCE	300.301.099	General	Financing Urban Environment Infrastructure		008
1089	7	4	ECONOMIC AND FINANCE	300.301.100	General	MFEI Eligible Expenditure Monitoring System	John L. Taylor	008
207	8	4	ECONOMIC AND FINANCE	300.310.001	Financial Models	Comprehensive Guide to Water and Wastewater Finance and Pricing	George Raftelis	
208	8	4	ECONOMIC AND FINANCE	300.310.002	Financial Models	Financial Planning Model for Water Utilities - Users Guide	JAWeber/DHasson	
209	8	4	ECONOMIC AND FINANCE	300.310.003	Financial Models	Financing and Commercializing the Private Provision of Public Services	Price Waterhouse	
210	8	4	ECONOMIC AND FINANCE	300.310.004	Financial Models	Interim Evaluation: Indonesia Municipal Finance Project	TKingsley/GPeterson	001
211	8	4	ECONOMIC AND FINANCE	300.310.005	Financial Models	Power Purchase Agreement between Pacific & Electric Company	Sample Docs. Library	001
212	8	4	ECONOMIC AND FINANCE	300.310.006	Financial Models	Power Purchase Agreement between PT Paiton & PLN	Sample Docs. Library	
213	8	4	ECONOMIC AND FINANCE	300.310.007	Financial Models	Water Resources Management & Pricing Policies	East Asia Water	
214	8	4	ECONOMIC AND FINANCE	300.310.008	Financial Models	BOT Approach Infrastructure Projects in Dev. Countries		001
215	8	4	ECONOMIC AND FINANCE	300.310.009	Financial Models	Study Options for Financing Infrastructure Expansion in Thailand	PADCO	001
216	8	4	ECONOMIC AND FINANCE	300.310.010	Financial Models	PSP in Financing Urban Infrastructure in Indonesia	Robert Cervero	001
842	8	4	ECONOMIC AND FINANCE	300.310.011	Financial Models	Guidelines for Economics Analysis to Suport Strategic Dev. Planining at Th	IUIDP	001
843	8	4	ECONOMIC AND FINANCE	300.310.012	Financial Models	Financial Performance of Local Water Authorities (PDAMs)	MFP	001
844	8	4	ECONOMIC AND FINANCE	300.310.013	Financial Models	PDAM Financial Analysis Model : Basic Inputs	MFP	001
845	8	4	ECONOMIC AND FINANCE	300.310.014	Financial Models	PDAM Financial Analysis Model : Basic Outputs	MFP	001
846	8	4	ECONOMIC AND FINANCE	300.310.015	Financial Models	A Financial Planning Model for Water Utilities	Jack A. Weber	001
217	9	4	ECONOMIC AND FINANCE	300.320.001	Project Financing	Policy Action Plan for Local Government Bonds in Indonesia	Depdagri/DepKeu/US	
218	9	4	ECONOMIC AND FINANCE	300.320.002	Project Financing	Potential for Utilization of Municipal Bonds in Indonesia	IAD/Donald Gardner	001
219	9	4	ECONOMIC AND FINANCE	300.320.003	Project Financing	Risk and Rewards	PGeldart-Citicorp	001
220	9	4	ECONOMIC AND FINANCE	300.320.004	Project Financing	Specs for Local Government Bonds in Indonesia	MOF/MOHA	001
221	9	4	ECONOMIC AND FINANCE	300.320.005	Project Financing	Sample 'Letter of Request for Rating'	Pefindon	001
222	9	4	ECONOMIC AND FINANCE	300.320.006	Project Financing	Maximizing Economic Impact of Urban Water Supply & Sanitation Investme	WASH Report #82	
223	9	4	ECONOMIC AND FINANCE	300.320.007	Project Financing	Sources of Finance for Private Power Project in Asia	K&M Engineering	001
224	9	4	ECONOMIC AND FINANCE	300.320.008	Project Financing	Project Financing Agreements Vol 1 - PT Paiton & PLN		001
225	9	4	ECONOMIC AND FINANCE	300.320.009	Project Financing	The Financing Structure - PT Paiton & PLN		001
226	9	4	ECONOMIC AND FINANCE	300.320.010	Project Financing	Summary Project & Financing Timetable - PT Paiton & PLN		001
227	9	4	ECONOMIC AND FINANCE	300.320.011	Project Financing	Stimulating Add. Financing: Philippines Water/Wastwater Projects - final rep	RTI - Feb'96	002
228	9	4	ECONOMIC AND FINANCE	300.320.012	Project Financing	Capital Financing for Municipal Infrastructure	Ronald W.J (RTI)	002

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229	9	4	ECONOMIC AND FINANCE	300.320.013	Project Financing	Private Power Project Financing		002
230	9	4	ECONOMIC AND FINANCE	300.320.014	Project Financing	Infrastructure Finance Vol : 2 Institution and Macro economic Issues # Mar		
847	9	4	ECONOMIC AND FINANCE	300.320.015	Project Financing	Municipal Finance for Environmental Infrastructure		002
848	9	4	ECONOMIC AND FINANCE	300.320.016	Project Financing	Lap. Keu. PDAM Kotamadya II Balikpapan 1992-1993		002
849	9	4	ECONOMIC AND FINANCE	300.320.017	Project Financing	Lap. Keu. PDAM Kotamadya II Balikpapan 1991 - 1992		002
850	9	4	ECONOMIC AND FINANCE	300.320.018	Project Financing	Lap. Keu. PDAM Kotamadya II Balikpapan 1990 - 1991		002
851	9	4	ECONOMIC AND FINANCE	300.320.019	Project Financing	Lap. Keu. PDAM Kotamadya II Balikpapan 1989 - 1990		002
852	9	4	ECONOMIC AND FINANCE	300.320.020	Project Financing	Lap. Keu. PDAM Kotamadya II Balikpapan 1993 - 1994		002
853	9	4	ECONOMIC AND FINANCE	300.320.021	Project Financing	Laporan Hasil Evaluasi Kinerja PDAM Balikpapan 1996		002
854	9	4	ECONOMIC AND FINANCE	300.320.022	Project Financing	Laporan Auditor Independen atas Lap. Keu. PDAM Balikpapan 1994-1995		002
855	9	4	ECONOMIC AND FINANCE	300.320.023	Project Financing	Rencana Perubahan Tarif Air Minum PDAM Balikpapan 1993-1995		002
231	10	4	ECONOMIC AND FINANCE	300.330.001	Credit Support	Agua Argentina: Information Circular	Maison Lazard et Co	
232	10	4	ECONOMIC AND FINANCE	300.330.002	Credit Support	Credit Guarantees Schemes for Small & Medium Enterprises	WB Technical Paper	
233	10	4	ECONOMIC AND FINANCE	300.330.003	Credit Support	Regional Development Account Policy and Operational Issues	RTI/MFP	001
234	10	4	ECONOMIC AND FINANCE	300.330.004	Credit Support	Local Government Credit Finance - Philippines		001
235	11	4	ECONOMIC AND FINANCE	300.340.001	Tariff Related	Uruguay Round of Multilateral Trade Negotiations - Annex 1c-4		001
856	11	4	ECONOMIC AND FINANCE	300.340.002	Tariff Related	Tariff Policy Alternatives & Financial Effects Workshop Discussion Paper 19	ADB	001
857	11	4	ECONOMIC AND FINANCE	300.340.003	Tariff Related	Tariff Retribusi Kebersihan di Katamadya Denpasar 1994	Universitas Udayana	001
1065	11	4	ECONOMIC AND FINANCE	300.340.004	Tariff Related	Air Permukaan dan Air Bawah Tanah (Dampak dari Komersialisasi dlm sektor)	Mr. Lee Yow Ching	001
1095	11	4	ECONOMIC AND FINANCE	300.340.005	Tariff Related	Water Tariff Structure and Financial Policies of Water Enterprises, TA NO 2	ADB	001
236	12	4	ECONOMIC AND FINANCE	300.390.001	Statistics	New Focus on the Water Sector Asia Bureau Strategic Framework	USAID	001
237	12	4	ECONOMIC AND FINANCE	300.390.002	Statistics	ASEAN Wastewater Treatment Assessment Opportunities for US Businesses		001
238	12	4	ECONOMIC AND FINANCE	300.390.003	Statistics	Compendium of Environmental Statistics of Indonesia	BPS	001
239	12	4	ECONOMIC AND FINANCE	300.390.004	Statistics	Financing ASEAN Development		
240	12	4	ECONOMIC AND FINANCE	300.390.005	Statistics	Indonesia Sustaining Development	World Bank Report #	
241	12	4	ECONOMIC AND FINANCE	300.390.006	Statistics	Investment, Capital Stock and Prompt Indicators	Frank van Leeuw/Rep	001
242	12	4	ECONOMIC AND FINANCE	300.390.007	Statistics	Kegiatan Awal untuk Pengembangan Pedoman Manajemen Kota Tahap I	Depdagri/PT Planars	001
243	12	4	ECONOMIC AND FINANCE	300.390.008	Statistics	Kegiatan Awal untuk Pengembangan Pedoman Manajemen Kota Tahap I - L	Depdagri/PT Planars	001
244	12	4	ECONOMIC AND FINANCE	300.390.009	Statistics	Monitoring Indicators of Repelita V of Urban Policy Action Plan Implementation	MOF	002
245	12	4	ECONOMIC AND FINANCE	300.390.010	Statistics	Penduduk Jawa Barat - Sensus 1990		002
246	12	4	ECONOMIC AND FINANCE	300.390.011	Statistics	Private Participation in Infrastructure Development - US Experience	Dennis Rondinelli for	
247	12	4	ECONOMIC AND FINANCE	300.390.012	Statistics	Report on Investment Capital Stock and Prompt Indicators	Frank van Leeuw	
248	12	4	ECONOMIC AND FINANCE	300.390.013	Statistics	Statistik Air Minum 1992	BPS	002
249	12	4	ECONOMIC AND FINANCE	300.390.014	Statistics	Statistik Indonesia 1992	BPS	002
250	12	4	ECONOMIC AND FINANCE	300.390.015	Statistics	Statistik Perumahan dan Lingkungannya	BPS	003
251	12	4	ECONOMIC AND FINANCE	300.390.016	Statistics	Approaches to Poverty Allevation in Indonesia	HIID	003
252	12	4	ECONOMIC AND FINANCE	300.390.017	Statistics	Statistik Air Minum 1993	BPS	003
253	12	4	ECONOMIC AND FINANCE	300.390.018	Statistics	Statistik Air Minum 1990-1994	BPS	
254	13	5	TECHNICAL TITLES	400.409.001	General	Contract Cookbook for Purchase of Services	John Short/NASPO	001
255	13	5	TECHNICAL TITLES	400.409.002	General	Indonesia Urban Public Infrastructure Services Vol.2	Report #1215-IND	001
256	13	5	TECHNICAL TITLES	400.409.003	General	Institutional Constraints & Opportunities	USAID/WASH Task 1	001



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257	13	5	TECHNICAL TITLES	400.409.004	General	Operational Framework and Action Plan of PSP in Urban Development Infra		001
258	13	5	TECHNICAL TITLES	400.409.005	General	Participatory Development and World Bank	WB Dis. Paper #183	001
259	13	5	TECHNICAL TITLES	400.409.006	General	PPP in Infrastructure Provision and Services and Indonesia Policy & Experie	Nat. Institute of Urba	
260	13	5	TECHNICAL TITLES	400.409.007	General	Project Completion Report on Indonesia	WB Report #10388	
261	13	5	TECHNICAL TITLES	400.409.008	General	Regional Workshop on National Urbanisation Strategies	WB	
262	13	5	TECHNICAL TITLES	400.409.009	General	Dynamics Development in Jabotabek	Vernon Henderson	
263	13	5	TECHNICAL TITLES	400.409.010	General	IIUD Inception Report	Bina Asih & DHV Co	001
264	13	5	TECHNICAL TITLES	400.409.011	General	Land Use in Urban Environmental Management	Janis Bernstein	001
265	13	5	TECHNICAL TITLES	400.409.012	General	Papermaking Opportunities using Recycled Fibre		001
266	13	5	TECHNICAL TITLES	400.409.013	General	PAPS Technical Proposal - RFP #93-007 (Vol 1 & 2)	Louis Berger	
267	13	5	TECHNICAL TITLES	400.409.014	General	Research and Environmental Management Stewardship Dev. through Innov		002
268	13	5	TECHNICAL TITLES	400.409.015	General	Technical Proposal for PURSE	Chemonics	002
269	13	5	TECHNICAL TITLES	400.409.016	General	Technical Proposal for PURSE	RTI	002
270	13	5	TECHNICAL TITLES	400.409.017	General	Asahan-Indragiri Hulu Subproject - Appraisal		002
271	13	5	TECHNICAL TITLES	400.409.018	General	Surabaya Urban Development Project - Appraisal Report	WB Report #1215-IN	002
272	13	5	TECHNICAL TITLES	400.409.019	General	Project Completion Report: Indonesia	WB Report #10388	003
273	13	5	TECHNICAL TITLES	400.409.020	General	Private Sector Participation Proposal - Final Report		003
274	13	5	TECHNICAL TITLES	400.409.021	General	Profil Kota		003
275	13	5	TECHNICAL TITLES	400.409.022	General	Sistem Manajemen Operasi dan Pemeliharaan Prasarana dan Sarana Daerah	Depdagri	003
276	13	5	TECHNICAL TITLES	400.409.023	General	Urban Growth and Environment Towards the year 2000 and Beyond	DHV	003
277	13	5	TECHNICAL TITLES	400.409.024	General	Staff Appraisal Report KUDP	World Bank	003
278	13	5	TECHNICAL TITLES	400.409.025	General	Gov't Infrastructure Priority Reports & Capability Statements - Country Rep		
279	13	5	TECHNICAL TITLES	400.409.026	General	Metropolitan Mebidang Urban Development Programme # Dec 1994		
280	13	5	TECHNICAL TITLES	400.409.027	General	Shelter Model Housing Assistance Analysis Program		
281	13	5	TECHNICAL TITLES	400.409.028	General	Technical Assistance Project for Public and Private Provision of Infrastructu		
899	13	5	TECHNICAL TITLES	400.409.029	General	Project Grant# Agreement Between GOI & USA for PURSE, Sept 30, 1991		
900	13	5	TECHNICAL TITLES	400.409.030	General	Semarang-Surakarta Urban Development Program: Semarang Water Supply	Lahmeyer Int.	003
901	13	5	TECHNICAL TITLES	400.409.031	General	Issues for Infrastructure Management in the 1990's	The World Bank	004
902	13	5	TECHNICAL TITLES	400.409.032	General	A Guide to Using the Value Line Inv. Survey Expanded Edition	ValueLine Publishing I	004
903	13	5	TECHNICAL TITLES	400.409.033	General	Appraisal of the Second Medan Urban Development Project in Indonesia	ADB	004
904	13	5	TECHNICAL TITLES	400.409.034	General	Water Conservation & Reallocation: Best Practise Cases in Improving Ec. Ef	UNDP - WB	004
905	13	5	TECHNICAL TITLES	400.409.035	General	System 2000: A Strategic Framework for Future of the Federal Home Loan		004
906	13	5	TECHNICAL TITLES	400.409.036	General	PPP in Infrastructure Development: The US Experience	Dr. Dennis A.R.	004
907	13	5	TECHNICAL TITLES	400.409.037	General	Intellectual Property Protection in Indonesia	Baker & McKenzie	004
908	13	5	TECHNICAL TITLES	400.409.038	General	Waste Management, Inc., 1991 Annual Report		004
909	13	5	TECHNICAL TITLES	400.409.039	General	Final Report: Finance & Commercializing the Private Povision of Public Servi	USAID/Indonesia	004
910	13	5	TECHNICAL TITLES	400.409.040	General	Alternative Approaches to Pollution Control & Waste Management	Janis D.B.	004
911	13	5	TECHNICAL TITLES	400.409.042	General	Kumpulan Bahan utk Persiapan Kerjasama (Pemda II Mataram dgn KGB)	Tim PURSE	005
912	13	5	TECHNICAL TITLES	400.409.043	General	Lincoln Institute of Land Policy	Course Catalog	005
913	13	5	TECHNICAL TITLES	400.409.044	General	Water & Sanitation for Health Project (Vol. 1-2-3)	USAID	005
914	13	5	TECHNICAL TITLES	400.409.045	General	Indonesia Urban Public Infrastructure Services (June 1993)		005



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915	13	5	TECHNICAL TITLES	400.409.046	General	Technical Analysis (PURSE)	USAID	005
916	13	5	TECHNICAL TITLES	400.409.047	General	MFP Project Paper Supplement 1994	MFP	005
917	13	5	TECHNICAL TITLES	400.409.048	General	Egypt Canal Cities Technical Proposal		005
918	13	5	TECHNICAL TITLES	400.409.049	General	Proposal to Provide Technical Ass. to the Private Participation in Urban Ser	Chemonics	005
919	13	5	TECHNICAL TITLES	400.409.050	General	Water & Sanitation for Health Project	WASH	006
920	13	5	TECHNICAL TITLES	400.409.051	General	Summary of Urban Drainage Guidelines	AGRA	007
921	13	5	TECHNICAL TITLES	400.409.052	General	Spesifikasi Meter Air Minum	DPU	007
922	13	5	TECHNICAL TITLES	400.409.053	General	Metode Pengujian Meter Air Bersih	DPU	007
923	13	5	TECHNICAL TITLES	400.409.054	General	Metode Pengambilan Contoh Meter Air Bersih	DPU	007
924	13	5	TECHNICAL TITLES	400.409.055	General	Tata Cara Perencanaan Teknik Sumur Resapan Air Hujan utk Lahan Perkara	DPU	007
925	13	5	TECHNICAL TITLES	400.409.056	General	Spesifikasi Sumur Resapan Air Hujan utk Lahan Perkarangan	DPU	007
926	13	5	TECHNICAL TITLES	400.409.057	General	Metode Pengujian Kekuatan Pipa PVC utk Air Minum thd Tekanan Hidrostatis	DPU	007
927	13	5	TECHNICAL TITLES	400.409.058	General	Spesifikasi Pipa PVC untuk Air Minum	DPU	007
928	13	5	TECHNICAL TITLES	400.409.059	General	Metode Pengujian Diameter Luar Pipa PVC utk Air Minum dgn Pipa Meter	DPU	007
929	13	5	TECHNICAL TITLES	400.409.060	General	Metode Pengujian Ketahanan Pipa PVC utk Air Minum thd Metilena Klorida	DPU	007
930	13	5	TECHNICAL TITLES	400.409.061	General	Metode Perubahan Panjang Pipa PVC utk Air Minum dgn Uji Tungk	DPU	007
931	13	5	TECHNICAL TITLES	400.409.062	General	Metode Pengambilan Contoh Uji Pipa PVC utk Air Minum	DPU	007
932	13	5	TECHNICAL TITLES	400.409.063	General	Metode Pengujian Bentuk dan Sifat Tampak Pipa PVC utk Air Minum	DPU	007
933	13	5	TECHNICAL TITLES	400.409.064	General	Metode Pengujian Diameter Luar Pipa PVC utk Air Minum	DPU	007
934	13	5	TECHNICAL TITLES	400.409.065	General	Metode Pengujian Ketebalan Dinding Pipa PVC utk Air Minum	DPU	007
935	13	5	TECHNICAL TITLES	400.409.066	General	Spesifikasi Instalasi Air Minum Tipe Cikapang 5	DPU	007
936	13	5	TECHNICAL TITLES	400.409.067	General	Spesifikasi Sumur Gali utk Sumber Air Bersih	DPU	007
937	13	5	TECHNICAL TITLES	400.409.068	General	Metode Pengujian Lapangan Tentang Kelulusan Air Bertekanan	DPU	007
938	13	5	TECHNICAL TITLES	400.409.069	General	Metode Pengambilan Contoh Uji Kualitas Air	DPU	007
939	13	5	TECHNICAL TITLES	400.409.070	General	Metode Pengujian Kualitas Fisika Air	DPU	007
940	13	5	TECHNICAL TITLES	400.409.071	General	Metode Pengukuran Debit Sungai & Saluran Terbuka	DPU	007
941	13	5	TECHNICAL TITLES	400.409.072	General	Metode Perhitungan Debit Banjir	DPU	007
942	13	5	TECHNICAL TITLES	400.409.073	General	Indonesia's New Infrastructure Invest. Requirements & Opportunities for PS	Hickling Co.,	007
943	13	5	TECHNICAL TITLES	400.409.074	General	Water & Sanitation Publications	UNDP	008
944	13	5	TECHNICAL TITLES	400.409.075	General	Environmental Priorities for Development & Sanitation & Clean Water	World Bank	008
945	13	5	TECHNICAL TITLES	400.409.076	General	Sanitation & Water Supply : Practical Lessons from the decade	Sandy Cairncross	008
946	13	5	TECHNICAL TITLES	400.409.077	General	Technology for Water Development	WRD	008
947	13	5	TECHNICAL TITLES	400.409.078	General	The Reduction & Control of Unaccounted for Water	World Bank	008
948	13	5	TECHNICAL TITLES	400.409.079	General	Java Irrigation Improvement & Water Resources Management Project	DHV	008
1127	13	5	TECHNICAL TITLES	400.409.080	General	Investment opportunity in Water Supply, Waste Water, Solid Waste in Indo	DJCK	008
282	14	5	TECHNICAL TITLES	400.410.001	Water Supply	Current & Planned Water & Sanitation Project in Indonesia	Water & Sanitation D	
283	14	5	TECHNICAL TITLES	400.410.002	Water Supply	Economic Benefits Available from the Provision of Improved Potable Water	WASH #77	001
284	14	5	TECHNICAL TITLES	400.410.003	Water Supply	Financial Performance of Local Water Authorities (PDAM) Vol.1		001
285	14	5	TECHNICAL TITLES	400.410.004	Water Supply	Financial Performance of Local Water Authorities (PDAM) Vol.2		001
286	14	5	TECHNICAL TITLES	400.410.005	Water Supply	Financial Performance of Local Water Authorities (PDAM) Vol.3		001
287	14	5	TECHNICAL TITLES	400.410.006	Water Supply	Guidelines for Cost Management in Water & Sanitation Institutions	Report #54	001

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
288	14	5	TECHNICAL TITLES	400.410.007	Water Supply	Guidelines for Financials Planning of Water utilities	WASH Field Report #	001
289	14	5	TECHNICAL TITLES	400.410.008	Water Supply	Institutional Support for Water Supply Enterprises	PT. Deserco	001
290	14	5	TECHNICAL TITLES	400.410.009	Water Supply	Jabotabek Water Resources Management Project Vol.1	DPU	001
291	14	5	TECHNICAL TITLES	400.410.010	Water Supply	Jakarta Water Supply Sector Project - Inception Report	World Bank	001
292	14	5	TECHNICAL TITLES	400.410.011	Water Supply	Jambi Water Supply Dev. Program	PT. Waseco Tirta	001
293	14	5	TECHNICAL TITLES	400.410.012	Water Supply	JWSSP - Distribution System Report		
294	14	5	TECHNICAL TITLES	400.410.013	Water Supply	JWSSP - Legal Framework		002
295	14	5	TECHNICAL TITLES	400.410.014	Water Supply	JWSSP - Report on Options for Private Sector Participation		
296	14	5	TECHNICAL TITLES	400.410.015	Water Supply	JWSSP - Water Demand Update Report		
297	14	5	TECHNICAL TITLES	400.410.016	Water Supply	Malang UDP Privatisation Report	DPU	002
298	14	5	TECHNICAL TITLES	400.410.017	Water Supply	Management Options & PSP in Delivery of Water Supply & Sewerage Servi		
299	14	5	TECHNICAL TITLES	400.410.018	Water Supply	National Water Supply Sector Project	World Bank	002
300	14	5	TECHNICAL TITLES	400.410.019	Water Supply	Panduan Kerjasama Pemerintah-Swasta bidang Penyediaan Air Bersih	DJCK	002
301	14	5	TECHNICAL TITLES	400.410.020	Water Supply	PSP in Urban Development (Bandung-Semarang)	ADB TAR:INO-27304	002
302	14	5	TECHNICAL TITLES	400.410.021	Water Supply	SSUDP Aide Memoire	DJCK	002
303	14	5	TECHNICAL TITLES	400.410.022	Water Supply	SSUDP Terms of Reference	DJCK	002
304	14	5	TECHNICAL TITLES	400.410.023	Water Supply	SSUDP Vol.2	DJCK	
305	14	5	TECHNICAL TITLES	400.410.024	Water Supply	Staff Appraisal Report on SSUDP	WB Report # 12656	002
306	14	5	TECHNICAL TITLES	400.410.025	Water Supply	Water Supply Reform Study (Philippine) Vol 1&2	Tasman Economic Re	003
307	14	5	TECHNICAL TITLES	400.410.026	Water Supply	Appraisal of CJava & DI Jogya Urban Development	ADB LAP:INO 24068	003
308	14	5	TECHNICAL TITLES	400.410.027	Water Supply	Strategic Framework Increasing PSP in Urban Water Sector in Indonesia	WASH Task #186	003
309	14	5	TECHNICAL TITLES	400.410.028	Water Supply	PSP in Urban Development (Bandung-Semarang) - Inception Report	DJCK	003
310	14	5	TECHNICAL TITLES	400.410.029	Water Supply	PSP in Urban Development (Bandung - Semarang) - Main Report (DFR)	Nathan Associates/D	003
311	14	5	TECHNICAL TITLES	400.410.030	Water Supply	PSP in Urban Development (Bandung - Semarang) - Appendices (DFR)	Nathan Associates/D	004
312	14	5	TECHNICAL TITLES	400.410.031	Water Supply	Methods of Promoting PSP in Indonesian Water Sector Infrastructure	CIDA - WSTCF Sub P	004
313	14	5	TECHNICAL TITLES	400.410.032	Water Supply	Report on PDAM Financing Mechanisms	RWSSP - World Bank	
314	14	5	TECHNICAL TITLES	400.410.033	Water Supply	Analysis of Water Distribution Systems	Thomas M. Walski	005
315	14	5	TECHNICAL TITLES	400.410.034	Water Supply	RWSSP Final Report - Vol. 1	RWSSP/WB	005
316	14	5	TECHNICAL TITLES	400.410.035	Water Supply	Water Supply in Indonesia - an opportunity	DPU	005
317	14	5	TECHNICAL TITLES	400.410.036	Water Supply	Basin Water Resources Planning Component - Inception Report	JIWMP - MPWDG Wa	005
318	14	5	TECHNICAL TITLES	400.410.037	Water Supply	Vietnam Water Resources Sector Review	WB,ADB & etc in Vie	005
319	14	5	TECHNICAL TITLES	400.410.038	Water Supply	Watershed Protection Plan for the MDC/MWRA water Supply Sources # Ju	WB,ADB & etc in Vie	
320	14	5	TECHNICAL TITLES	400.410.039	Water Supply	Management Options & Private Sector Participation in the Delivery of Wate	WB,ADB & etc in Vie	
321	14	5	TECHNICAL TITLES	400.410.040	Water Supply	Improvement of PDAM Performance Through Private Provision in Water Su	WB,ADB & etc in Vie	
322	14	5	TECHNICAL TITLES	400.410.041	Water Supply	MWA Design Guidelines for Water Supply Systems	WB,ADB & etc in Vie	
949	14	5	TECHNICAL TITLES	400.410.042	Water Supply	Water Treatment Sales Agreement (PDAM Tirtanadi & PT D.B. Tirtanadi)	Dominiom Bridge, Inc	005
950	14	5	TECHNICAL TITLES	400.410.043	Water Supply	Rural Water Supply & Sanitation in Bolivia	UNDP-World Bank	005
951	14	5	TECHNICAL TITLES	400.410.044	Water Supply	Water Supply	SGV	005
952	14	5	TECHNICAL TITLES	400.410.045	Water Supply	2nd Medan Urban Dev. Project Study of Water Sources Allocation for Wate	BaDiklat	006
953	14	5	TECHNICAL TITLES	400.410.046	Water Supply	Water Supply & Sanitation Project Preparation Handbook Vol. 1	Brian Grover	006
954	14	5	TECHNICAL TITLES	400.410.047	Water Supply	Water Resources Institutions	Herald D.F.	006

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
955	14	5	TECHNICAL TITLES	400.410.048	Water Supply	Private Participation in the Delivery of Municipal Water Supply Services		006
956	14	5	TECHNICAL TITLES	400.410.049	Water Supply	Increasing Coverage: The Affordability of Urban Water & Sewer Service Ext	USAID	007
957	14	5	TECHNICAL TITLES	400.410.050	Water Supply	Draft Water Supply Services Concession Contract Docs	World Bank	007
958	14	5	TECHNICAL TITLES	400.410.051	Water Supply	Corrosion Protection of Pipelines Conveying Water & Wastewater	Robert C.P.	007
959	14	5	TECHNICAL TITLES	400.410.052	Water Supply	Water Supply & Sanitation Sector Study of Indonesia	ADB	007
960	14	5	TECHNICAL TITLES	400.410.053	Water Supply	Community Piped Water Supply Systems in Developing Countries	World Bank	007
961	14	5	TECHNICAL TITLES	400.410.054	Water Supply	Environmental Health Components for Water Supply, Sanitation & Urban Pr	James A.L.	007
1067	14	5	TECHNICAL TITLES	400.410.055	Water Supply	Final Report Public Private Partnership in Water Supply and Sewerage Secto	ECFA	007
1128	13	5	TECHNICAL TITLES	400.410.081	General	Method of selecting the location fr the rubbish final dump site	DJCK	008
323	15	5	TECHNICAL TITLES	400.420.001	Waste Water	Financing Wastewater Services in Developing Countries	WASH Report #80	
324	15	5	TECHNICAL TITLES	400.420.002	Waste Water	Guidelines for Improving Waste Water and Solid Waste Management	WASH Technical Rep	001
325	15	5	TECHNICAL TITLES	400.420.003	Waste Water	ASEAN Waste water Treatment Market Assessment		001
326	15	5	TECHNICAL TITLES	400.420.004	Waste Water	O&M Water and Wastewater Treatment Facilities	O.M.I.	001
327	15	5	TECHNICAL TITLES	400.420.005	Waste Water	Alternative Wastewater Treatment Technologies		001
328	15	5	TECHNICAL TITLES	400.420.006	Waste Water	Study for Modular System for Waste Water Collection and Disposal for Pilo		
962	15	5	TECHNICAL TITLES	400.420.007	Waste Water	Study for Modular System for Waste Water Collection & Disposal for Pilot	PT. Yasa Karsa Grah	001
963	15	5	TECHNICAL TITLES	400.420.008	Waste Water	Private Participation in Env. Services Feasibility Study for Waste Collection	James A. Dohman	
964	15	5	TECHNICAL TITLES	400.420.009	Waste Water	Comparative Site Rating of Potential Areas for Waste Disposal in Bandung	H. Oelzshner	002
965	15	5	TECHNICAL TITLES	400.420.010	Waste Water	Site Collection for Domestic Waste Disposal Sites in the Hilly Soorounding	R.Van Der Wall	002
966	15	5	TECHNICAL TITLES	400.420.011	Waste Water	Paper: Waste Water		002
967	15	5	TECHNICAL TITLES	400.420.012	Waste Water	Detail Design Sistem Penyedian Air Bersih Kota Balikpapan	PT Gatema	002
968	15	5	TECHNICAL TITLES	400.420.013	Waste Water	Centralized Toxic & Hazardous Waste Treatment Facility	Vidcodata	003
969	15	5	TECHNICAL TITLES	400.420.014	Waste Water	Hazardous Waste Management Plan The Republic of Indonesia	Dames & Moore	003
970	15	5	TECHNICAL TITLES	400.420.015	Waste Water	Prospects for Privatization Solid Waste Dominican Republic	USAID	003
971	14	5	TECHNICAL TITLES	400.420.016	Waste Water	Select Journal Articles on Urban Waste Management	USAID	003
972	15	5	TECHNICAL TITLES	400.420.017	Waste Water	Select AID Documents on Urban Waste Management	USAID	003
973	15	5	TECHNICAL TITLES	400.420.018	Waste Water	Public Private Partnership in African Urban Development	Maureen A. Lewis	003
329	16	5	TECHNICAL TITLES	400.430.001	Solid Waste	Enterprises for the Recycling and Composting of Municipal Solid Waste in J	CPIS	001
330	16	5	TECHNICAL TITLES	400.430.002	Solid Waste	Grappling with Garbage : Bandung Municipal Cleansing Enterprise	Harvard Bussiness S	001
331	16	5	TECHNICAL TITLES	400.430.003	Solid Waste	Indonesian Legal System & Its Impact upon Pricate Sector Participation in	Sandra Cointreau-Lev	001
332	16	5	TECHNICAL TITLES	400.430.004	Solid Waste	Indonesian Legal System and its Impact upon Private Sector Participation in	Sandra Cointreau-Lev	001
333	16	5	TECHNICAL TITLES	400.430.005	Solid Waste	Jakarta Sewerage and Sanitation Project	World Bank Report #	001
334	16	5	TECHNICAL TITLES	400.430.006	Solid Waste	Laporan Pengelolaan Kebersihan 1992-1993	Pemda DKI Dinas Keb	001
335	16	5	TECHNICAL TITLES	400.430.007	Solid Waste	Minnesota Solidwaste Policy Report (Chap.XII)		001
336	16	5	TECHNICAL TITLES	400.430.008	Solid Waste	Privatizing Solid Waste Management Services in Developing Countries		001
337	16	5	TECHNICAL TITLES	400.430.009	Solid Waste	Solid Waste Landfills	Philip O'Leart/Patrick	001
338	16	5	TECHNICAL TITLES	400.430.010	Solid Waste	Solid Waste Management Strategies in Indonesia	Juliet Johnson	
339	16	5	TECHNICAL TITLES	400.430.011	Solid Waste	Stasiun Peralihan antara Sampah Cakung - Cilincing		002
340	16	5	TECHNICAL TITLES	400.430.012	Solid Waste	TA Project on PPP in Infrastructure Public Services		002
341	16	5	TECHNICAL TITLES	400.430.013	Solid Waste	Guidelines on Solid Waste Privatization in Malaysia	Min. of Housing & Lo	002
342	16	5	TECHNICAL TITLES	400.430.013	Solid Waste	Solidwaste Privatization in Malaysia		

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
343	16	5	TECHNICAL TITLES	400.430.014	Solid Waste	Integrated Solid Waste Management: A Round Table Discussion		002
344	16	5	TECHNICAL TITLES	400.430.015	Solid Waste	Conceptual Framework for Municipal Solid Waste Management in Low Inco	UMP/SDC - August 9	
345	16	5	TECHNICAL TITLES	400.430.016	Solid Waste	Proposed Work Plan for Indonesia Tech Assist Project on P S P in the solid	UMP/SDC - August 9	
346	16	5	TECHNICAL TITLES	400.430.017	Solid Waste	Private Sector Participation in Municipal Solid Waste Services in Developing	UMP/SDC - August 9	
974	16	5	TECHNICAL TITLES	400.430.018	Solid Waste	Guidelle on The Privatization of Solid Waste Coolection Service in Malaysia		002
975	16	5	TECHNICAL TITLES	400.430.019	Solid Waste	Solid Waste Management, Sewerage & Environmental Sanitation	SGV	002
976	16	5	TECHNICAL TITLES	400.430.020	Solid Waste	Scavengers : Solid Waste Heros or Solid Waste Management Foes	AWM	002
977	16	5	TECHNICAL TITLES	400.430.021	Solid Waste	Solid Waste Contracting : Questions & Answers	EPA	002
978	16	5	TECHNICAL TITLES	400.430.022	Solid Waste	Criteria for Solid Waste Disposal Facilities	EPA	002
979	16	5	TECHNICAL TITLES	400.430.023	Solid Waste	Study on Solid Waste Management System Improvement Project in Jakarta	JICA	002
980	16	5	TECHNICAL TITLES	400.430.024	Solid Waste	Proposed Work Plan for Indonesia Techl. Ass. Project on PSP in the Solid W	Sandra Levice	003
981	16	5	TECHNICAL TITLES	400.430.025	Solid Waste	Conceptual Framework for Municipal Solid Waste Management in Low-Inco	UMP	003
982	16	5	TECHNICAL TITLES	400.430.026	Solid Waste	Enterprises for the Recycling & Composing of Municipal Solid Waste	CPIS	003
983	16	5	TECHNICAL TITLES	400.430.027	Solid Waste	Community Involvement in Primary Collection of Solid Waste in 4 Indonesia	UNDP	003
984	16	5	TECHNICAL TITLES	400.430.028	Solid Waste	Solid Waste Management & Night Solid Treatment	Gov. of Japan	003
985	16	5	TECHNICAL TITLES	400.430.029	Solid Waste	Water & Wastewater (1992 Rate Survey)	Ernst & Young	003
1129	16	5	TECHNICAL TITLES	400.430.030	Solid Waste	Technical Management of Municipal Solid Wastes	DJCK	003
347	17	5	TECHNICAL TITLES	400.440.001	Power and Energy	Asean Electric Power Generation Markets : Opportunities for US Companies		001
348	17	5	TECHNICAL TITLES	400.440.002	Power and Energy	Baseline Evaluation Report of Independent Power Production in the Philippin	RMI	001
349	17	5	TECHNICAL TITLES	400.440.003	Power and Energy	Compedium of Law & Regulation Related to PSP in Power Sector - Vol 1 (P	USAID-OEIBRD	002
350	17	5	TECHNICAL TITLES	400.440.004	Power and Energy	Compedium of Law & Regulation Related to PSP in Power Sector - Vol 2 (F	USAID-OEIBRD	003
351	17	5	TECHNICAL TITLES	400.440.005	Power and Energy	Laporan Aspek Keuangan Peningkatan Kapasitas Broni 600 L/det	PT. Waseco Tirta	
352	17	5	TECHNICAL TITLES	400.440.006	Power and Energy	Legal & Regulating Framework for Private Power Generation under Law No.	USAID-OEIBRD	004
353	17	5	TECHNICAL TITLES	400.440.007	Power and Energy	Paiton 1 Vol 1 - Recommendations for Improving Indonesia's Private Power	Lah Meyer Internatio	001
354	17	5	TECHNICAL TITLES	400.440.008	Power and Energy	Paiton 2 Vol 2 - Detailed Chronology and Analysis	Lah Meyer Internatio	001
355	17	5	TECHNICAL TITLES	400.440.009	Power and Energy	Private Sector Power Generation in Indonesia - Opportunities and Impedient	EDI	001
356	17	5	TECHNICAL TITLES	400.440.010	Power and Energy	Proposal for Private Power Generation Project in Dev. Countries	WB IEN Occas.#2	
357	17	5	TECHNICAL TITLES	400.440.011	Power and Energy	Proposal for Private Power Generation Project in Dev. Countries	World Bank - USAID	
358	17	5	TECHNICAL TITLES	400.440.012	Power and Energy	Request for Proposal for Power Purchase from Independent Power Procedur	Sample Docs. Library	
359	17	5	TECHNICAL TITLES	400.440.013	Power and Energy	Regulatory Assistance in Evaluation Power Purchase from Independent Prod	RMI	001
360	17	5	TECHNICAL TITLES	400.440.014	Power and Energy	Energy Conversion Agreement Between Philippine Nat. Power & Hopewell	Sample Docs. Library	
361	17	5	TECHNICAL TITLES	400.440.015	Power and Energy	Rebuttal Evidence - 1994 TAU Network Access	Borealis Energy	005
362	17	5	TECHNICAL TITLES	400.440.016	Power and Energy	Proposed Loan for Sumatra Power Transmission Project	ADB RRP:INO 27075	005
363	17	5	TECHNICAL TITLES	400.440.017	Power and Energy	Cogeneration Planner's Handbook	Joseph A. Orlando	005
364	17	5	TECHNICAL TITLES	400.440.018	Power and Energy	Electric Power Restructuring and Regulatory Reform Vol: IV # June 1996	Joseph A. Orlando	
986	17	5	TECHNICAL TITLES	400.440.019	Power and Energy	Request for Propals for Power Purchases from Independent Power Produce	1994 Solicitation	005
365	18	5	TECHNICAL TITLES	400.450.001	Transportation	Handbook of California's Public Utilities& Transportation		001
366	18	5	TECHNICAL TITLES	400.450.002	Transportation	Innovative Public-Private Sector Resource Management in Public Transporta	US Dept. of Transpor	001
367	18	5	TECHNICAL TITLES	400.450.003	Transportation	Investment Opportunities : Toll Roads in Indonesia	Jasa Marga	001
368	18	5	TECHNICAL TITLES	400.450.004	Transportation	Journal of Transportation Engineering		001
369	18	5	TECHNICAL TITLES	400.450.005	Transportation	Key Decision in Urban Transportation Public-Private Cooperation	US Dept. of Transpor	001

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NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
370	18	5	TECHNICAL TITLES	400.450.006	Transportation	New Directions in Urban Transport: Private/Public Partnerships	US Dept. of Transport	001
371	18	5	TECHNICAL TITLES	400.450.007	Transportation	New Jersey Turnpike	IBTTA	001
372	18	5	TECHNICAL TITLES	400.450.008	Transportation	Presentation 1992 Functional Committee - IBTTA	World Bank	001
373	18	5	TECHNICAL TITLES	400.450.009	Transportation	Private Financing of Urban Transport Infrastructure in Asia	World Bank	002
374	18	5	TECHNICAL TITLES	400.450.010	Transportation	Manila South Tollway BOT Project - Final Report	IBTTA	002
375	18	5	TECHNICAL TITLES	400.450.011	Transportation	Proceedings of the 60th Annual Meeting - IBTTA	IBTTA	002
376	18	5	TECHNICAL TITLES	400.450.012	Transportation	Highway Design Manual 4th (Change 3,4,5,6)	Caltrans	003
377	18	5	TECHNICAL TITLES	400.450.013	Transportation	Feasibility Study on Bogor-Bandung Road Project	JICA/MPW	002
378	18	5	TECHNICAL TITLES	400.450.014	Transportation	Clawit-Sukabumi Toll Road - Investment Proposal	PT. Graha Artha Adhi	002
379	18	5	TECHNICAL TITLES	400.450.015	Transportation	Paket Proses Tender Pengadaan Proyek Penanaman Modal Jalan Tol	Tim. Teknis Penanam	002
387	19	6	TRAINING MATERIALS	500.509.008	Training Materials	Program Kerja P3KT, Maret 1995	DJCK	001
388	19	6	TRAINING MATERIALS	500.509.009	Training Materials	Urban Service Delivery & Municipal Management	World Bank	001
389	19	6	TRAINING MATERIALS	500.509.010	Training Materials	Modul Pelatihan POMMS Tingkat II	PUSD	001
390	19	6	TRAINING MATERIALS	500.509.011	Training Materials	BOT Indonesia '95		001
391	19	6	TRAINING MATERIALS	500.509.012	Training Materials	KM Semarang - IBRD Workshop - Semarang 16 April 1996	IP3	002
392	19	6	TRAINING MATERIALS	500.509.013	Training Materials	PPP Infrastructure Project (Module 3)	IP3	002
393	19	6	TRAINING MATERIALS	500.509.014	Training Materials	Implementing BOO & BOT Infrastructure Project	IP3	003
394	19	6	TRAINING MATERIALS	500.509.015	Training Materials	Infrastructure Investment and Financial Analysis	IP3	004
395	19	6	TRAINING MATERIALS	500.509.016	Training Materials	1995 Asia Pacific Water & Sewerage Conference	AIC	004
396	19	6	TRAINING MATERIALS	500.509.017	Training Materials	Management Option & Private Sector Participation in Delivery Water & Sew	PERPAMSI	005
397	19	6	TRAINING MATERIALS	500.509.018	Training Materials	Proposal Power Project Development Training & Orientation Visit Program	PERPAMSI	005
398	19	6	TRAINING MATERIALS	500.509.019	Training Materials	Proposal Power Project Development Training & Orientation Visit Program	PERPAMSI	005
399	19	6	TRAINING MATERIALS	500.509.020	Training Materials	Regional Policy Seminar on Urban Infrastructure Provision and Finance # M	PERPAMSI	005
400	19	6	TRAINING MATERIALS	500.509.021	Training Materials	Seminar on Strategy for a Sustainable Greater Jabotabek # July 1996	PERPAMSI	005
488	19	6	TRAINING MATERIALS	500.509.022	Training Materials	HIID Graduate School of Design Unit for Housing & Urbanization	HIID	001
489	19	6	TRAINING MATERIALS	500.509.023	Training Materials	US & 3rd Country Short Term Technical Training Course	Chemonics	001
490	19	6	TRAINING MATERIALS	500.509.024	Training Materials	Module IV Successfully Packages & Implementing BOO & BOT Project		006
491	19	6	TRAINING MATERIALS	500.509.025	Training Materials	Assessment of the Potential for a BOO/BOT Program in Bangladesh	DFED	006
492	19	6	TRAINING MATERIALS	500.509.026	Training Materials	Proceedings of the 60th Annual Meeting - IBTTA	IBTTA	006
493	19	6	TRAINING MATERIALS	500.509.027	Training Materials	BOT Indonesia 1996		006
494	19	6	TRAINING MATERIALS	500.509.028	Training Materials	Privatization of Government Enterprises & Activities		006
496	19	6	TRAINING MATERIALS	500.509.029	Training Materials	BOT Asia 1996 Bank's Role, Policy & Exp. in BOT Project	ADB	006

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
996	19	6	TRAINING MATERIALS	500.509.030	Training Materials	Business Management Services	Aexcell, Inc.,	006
997	19	6	TRAINING MATERIALS	500.509.031	Training Materials	Memorandum: Urban Management Training Program (UMTP) 1992	Jay Resengard	006
998	19	6	TRAINING MATERIALS	500.509.032	Training Materials	Paper: Jay K. Roesengard, Senior MFP Specialist Career Summary		006
999	19	6	TRAINING MATERIALS	500.509.033	Training Materials	The Urban Institute : International Activities		006
1000	19	6	TRAINING MATERIALS	500.509.034	Training Materials	Annual Agenda of Short-Term Training Activities in Housing & Urban Devel	USAID	006
1001	19	6	TRAINING MATERIALS	500.509.035	Training Materials	IP3 Brochure : Strategies to Increase Public Sector Productivity & Improve	IP3	006
1002	19	6	TRAINING MATERIALS	500.509.036	Training Materials	Program for Senior Managers Govenment	HIID	006
1003	19	6	TRAINING MATERIALS	500.509.037	Training Materials	Program for Senior Executive Fellows	HIID	006
1004	19	6	TRAINING MATERIALS	500.509.038	Training Materials	Infrastructure Priject Dev.: Financing & Managing Proj. Dev. in Latin Americ		007
1005	19	6	TRAINING MATERIALS	500.509.039	Training Materials	BOT Asia 1995 : Focus on Philippine		008
1006	19	6	TRAINING MATERIALS	500.509.040	Training Materials	Energy Training Program: Private Power Project Financing 1996	USAID	009
1007	19	6	TRAINING MATERIALS	500.509.041	Training Materials	Kerjasama Pemerintah Swasta dlm Penyediaan Sarana Lingkungan di perkot	CFED	010
1008	19	6	TRAINING MATERIALS	500.509.042	Training Materials	Project Management Training Notebook		011
1009	19	6	TRAINING MATERIALS	500.509.043	Training Materials	APEC Cooperation in Infrastructure: PPS Dialogue 1995		012
1010	19	6	TRAINING MATERIALS	500.509.044	Training Materials	Training Materials for PPP Infrastructure Projects (Modules)	IP3	013
1011	19	6	TRAINING MATERIALS	500.509.045	Training Materials	"INTRADOS" Privatization Management & Implementation	NHPL	014
1012	19	6	TRAINING MATERIALS	500.509.046	Training Materials	Water Supply Sistesms & Management	CMT	015
1013	19	6	TRAINING MATERIALS	500.509.047	Training Materials	Case Study of A Power Project in Asia (BOT Indonesia 1995)		016
1014	19	6	TRAINING MATERIALS	500.509.048	Training Materials	Asia-Pacific Water & Sewage 1995	AIC	017
1015	19	6	TRAINING MATERIALS	500.509.049	Training Materials	National Urbanization Strategies & Local Gov. Dev. in 1995	BAPPENAS	018
1016	19	6	TRAINING MATERIALS	500.509.050	Training Materials	The 1995 Asia Pacific Water & Sewage Conference 1995	AIC	
1017	19	6	TRAINING MATERIALS	500.509.051	Training Materials	Peran Serta Swasta pf Sektor Air Bersih di Wil. Semarang Timur		019
1018	19	6	TRAINING MATERIALS	500.509.052	Training Materials	USAID/Indonesia Country Training Plan 1992-1996		020
1019	19	6	TRAINING MATERIALS	500.509.053	Training Materials	South Asia Regional Seminar Series	Paul Seabright	020
1020	19	6	TRAINING MATERIALS	500.509.054	Training Materials	IPP Contract Evaluation (Seminar Manual)	PEPOA	020
1021	19	6	TRAINING MATERIALS	500.509.055	Training Materials	PSP in Water Supply Systems & Management	CMT	021
1022	19	6	TRAINING MATERIALS	500.509.056	Training Materials	Power Project Dev. Training & Orientation Visit Program	RMI	
1023	19	6	TRAINING MATERIALS	500.509.057	Training Materials	Policy Conference "Prospects for Local Govenment Bonds in Indonesia 199		022
1024	19	6	TRAINING MATERIALS	500.509.058	Training Materials	Decentralization & Local Development Finances	UNDP	020
1025	19	6	TRAINING MATERIALS	500.509.059	Training Materials	The Case for Private Sector Involvement in Urban Development	UNDP	020
1026	19	6	TRAINING MATERIALS	500.509.060	Training Materials	Pre-Departure Manual	USAID	020
1027	19	6	TRAINING MATERIALS	500.509.061	Training Materials	US & 3rd Country Short Term Technical Training Courses	USAID	020
1028	19	6	TRAINING MATERIALS	500.509.062	Training Materials	Pelaksanaan Proyek (Modul 3)	DPU	020
1047	19	6	TRAINING MATERIALS	500.509.063	Training Materials	Water Supply & Wastewater Treatment Summit	6th Annual WEDC	023
1053	19	6	TRAINING MATERIALS	500.509.064	Training Materials	Project Appraisal and Finance Seminar	CCPAP	020
1063	19	6	TRAINING MATERIALS	500.509.065	Training Materials	Delegate Directory	WEDC	020
1062	19	6	TRAINING MATERIALS	500.509.066	Training Materials	Building Govenment & Industry Partnership for Infrastructure Development	WEDC	020
1074	19	6	TRAINING MATERIALS	500.509.067	Training Materials	PPP in Infrastructure Provision & Services: & Indonesia Policy & Experience	Seminar Papers	020
401	20	6	TRAINING MATERIALS	500.510.001	Commercially Produ	Participatory Training Materials on Community Project Development	Stanley/Jaya Gajanay	
402	21	7	FEASIBILITY STUDIES	600.609.001	General	Philippines Assistance Program Support Vol. 1-2		001
403	21	7	FEASIBILITY STUDIES	600.609.002	General	ASEAN Environmental Markets for US Equipment & Services Companies	US ASEAN Council	002



NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
404	21	7	FEASIBILITY STUDIES	600.609.003	General	Measurement and Analysis for Policy, Planning, and Project Implementation	US ASEAN Council	
405	21	7	FEASIBILITY STUDIES	600.609.004	General	Beyond National Boundaries : Tomorrow's Asian City in World City Network	WASH Field Report #	
1029	21	7	FEASIBILITY STUDIES	600.609.005	General	Sample Terms of Reference		002
1030	21	7	FEASIBILITY STUDIES	600.609.006	General	Proyek Mata Air Umbulan (Studi Kelayakan)	PT Mandala	003
1031	21	7	FEASIBILITY STUDIES	600.609.007	General	Case Study of Urban Infrastructure Operations & Maintenance in Indonesia	Habitat	002
1032	21	7	FEASIBILITY STUDIES	600.609.008	General	Strategies for a Sustainable Greater Jabotabek		004
1033	21	7	FEASIBILITY STUDIES	600.609.009	General	Successfully Packaging & Implementing BOO & BOT Projects		002
1034	21	7	FEASIBILITY STUDIES	600.609.010	General	Sensitivity of Water Distribution Costs to Design & Service Standards : Phil	World Bank	002
1035	21	7	FEASIBILITY STUDIES	600.609.011	General	A Study Urban Management Institutional Dev. Proj. fr Bogor & Palembang	PT Insan Mandiri	
1036	21	7	FEASIBILITY STUDIES	600.609.012	General	Jabotabek Water Resources Management Study 1994	DHV	002
1077	21	7	FEASIBILITY STUDIES	600.609.013	General	A Study on Promoting Private Sector Involvement in the Water Sector	CIDA	002
1081	21	7	FEASIBILITY STUDIES	600.609.014	General	Case Study: Privatization in Riskistan		002
1085	21	7	FEASIBILITY STUDIES	600.609.015	General	Sensitivity of Water Distribution Costs to Design & Services Standards	TAG	002
406	22	7	FEASIBILITY STUDIES	600.610.001	Water Related	1st EJava Water Supply Project	DPU	
407	22	7	FEASIBILITY STUDIES	600.610.002	Water Related	Appraisal of 2nd Medan Urban Dev. Project		001
408	22	7	FEASIBILITY STUDIES	600.610.003	Water Related	Impact of Water Supply Deregulation in Jakarta	Randall Crane - World	001
409	22	7	FEASIBILITY STUDIES	600.610.004	Water Related	Increasing Coverage: Affordability of Urban Water & Sewer Service Extensi	USAID/RHUDO	001
410	22	7	FEASIBILITY STUDIES	600.610.005	Water Related	Jakarta: Water Markets, Water Reform and Urban Poor	Randall Crane	001
411	22	7	FEASIBILITY STUDIES	600.610.006	Water Related	Options for PSP in Water Sector	WB/NWSSP	
412	22	7	FEASIBILITY STUDIES	600.610.007	Water Related	Private and Public Alternative for Providing Water Supply/Sewerage Service	Daniel Cozard	001
413	22	7	FEASIBILITY STUDIES	600.610.008	Water Related	Private Investment in Water Supply	MPW/MOHA	001
414	22	7	FEASIBILITY STUDIES	600.610.009	Water Related	Private Participation in Delivery of Municipal Water Supply Services		001
415	22	7	FEASIBILITY STUDIES	600.610.010	Water Related	Private Sector Participation Identification Study (EJava Water Supply Projec	PT Deserco Dev. Ser	002
416	22	7	FEASIBILITY STUDIES	600.610.011	Water Related	Private Sector Participation in Urban Water Supplies for Investment in Indon	WASH Field Report #	002
417	22	7	FEASIBILITY STUDIES	600.610.012	Water Related	Private Sector Participation in Urban Water Supplies Issues for Investment i	WASH Field Report #	002
418	22	7	FEASIBILITY STUDIES	600.610.013	Water Related	Privatization of Water Supply in UK - Seminar Discussion		002
419	22	7	FEASIBILITY STUDIES	600.610.014	Water Related	Public Private Partnerships in Water Supply		002
420	22	7	FEASIBILITY STUDIES	600.610.015	Water Related	Review of Indonesian Laws & Regulations Concerning PSP in Urban Water	WASH Task # 186	
421	22	7	FEASIBILITY STUDIES	600.610.016	Water Related	SSUDP Appraisal & Implementation Support	Semarang Water Sup	003
422	22	7	FEASIBILITY STUDIES	600.610.017	Water Related	Study of Water Sources Allocation for Water Supply for Medan Area - Vol.	2nd Medan Urban De	003
423	22	7	FEASIBILITY STUDIES	600.610.018	Water Related	Gambaran Pelayanan Air Minum di DKI 1994-1995		003
424	22	7	FEASIBILITY STUDIES	600.610.019	Water Related	Private Cooperation in Public Water Sector Development	ACTE/DJCK	003
425	22	7	FEASIBILITY STUDIES	600.610.020	Water Related	Hasil Penilaian Kinerja Terhadap 47 PDAM	PUOD/MOHA	003
426	22	7	FEASIBILITY STUDIES	600.610.021	Water Related	Water Supply and Sanitation Sector Study		003
427	22	7	FEASIBILITY STUDIES	600.610.022	Water Related	Workshop on PSP in Urban Water Supply	WASH Field Report #	003
428	22	7	FEASIBILITY STUDIES	600.610.023	Water Related	A Water Supply Privatization Proposal for Dumai/Duri, District of Bengkalis	WASH Field Report #	003
429	22	7	FEASIBILITY STUDIES	600.610.024	Water Related	Staff Appraisal Report Indonesia Surabaya Urban Development Project # No	WASH Field Report #	003
430	22	7	FEASIBILITY STUDIES	600.610.025	Water Related	Water Supply in Indonesia an Opportunity	WASH Field Report #	
431	22	7	FEASIBILITY STUDIES	600.610.026	Water Related	Peran Serta Swasta Pada Sektor Air Bersih di Wilayah Semarang Timur # A	WASH Field Report #	
432	22	7	FEASIBILITY STUDIES	600.610.027	Water Related	Private Sector Participation in Water Supply System & Management # Aug	WASH Field Report #	
1037	22	7	FEASIBILITY STUDIES	600.610.028	Water Related	FS the Water Supply System	PT Garuda	004

NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
1038	22	7	FEASIBILITY STUDIES	600.610.029	Water Related	FS for Manggar DAM Source Capacity Extension Project & Water Supply D	Encona Engine Inc.,	004
1039	22	7	FEASIBILITY STUDIES	600.610.030	Water Related	Private Sector Participation Identification Study (1st East Java Water Suppl	PT Desrco	004
1040	22	7	FEASIBILITY STUDIES	600.610.031	Water Related	Feasibility Study Eastern Sector: Jakarta Water Supply	Thames Water	005
1041	22	7	FEASIBILITY STUDIES	600.610.032	Water Related	FS on Wastewater & Solid Waste Mgt for the city of Ujungpandang (I-II-III)		006
1042	22	7	FEASIBILITY STUDIES	600.610.033	Water Related	A Study on Privatisation Phase One - Preliminary Report	MOHA	
1043	22	7	FEASIBILITY STUDIES	600.610.034	Water Related	Private Participation in Environmental Services for Waste Collection	USAID	006
1066	22	7	FEASIBILITY STUDIES	600.610.035	Water Related	A Status of Privatisation of Water Supplies in Terengganu - Case Study	TWD	007
1096	22	7	FEASIBILITY STUDIES	600.610.036	Water Related	Pra Studi Pelayanan Investasi Bidang Air Bersih dgn peranserta swasta PDA	PDAM Pontianak	008
1097	22	7	FEASIBILITY STUDIES	600.610.037	Water Related	Penyusunan Kelayakan Investasi di Bidang Air Bersih dgn peran serta Swast	DJCK	008
1098	22	7	FEASIBILITY STUDIES	600.610.038	Water Related	Up-Dating RUTR Kabupaten Daerah Tk II Pontianak 1997 - 2007	Pemda Pontianak	008
1099	22	7	FEASIBILITY STUDIES	600.610.039	Water Related	Proposal Pembangunan Air Baku PDAM Pontianak		008
1100	22	7	FEASIBILITY STUDIES	600.610.040	Water Related	Dokumen Minat Penyusunan Studi Kelayakan Investasi di Bidang Air Bersih	DJCK	008
1101	22	7	FEASIBILITY STUDIES	600.610.041	Water Related	Dokumen Kerjasama Penyusunan Studi Kelayakan Investasi di Bidang Air B	DJCK	008
1102	22	7	FEASIBILITY STUDIES	600.610.042	Water Related	Executive Summary Penyusunan Studi Kelayakan Investasi di Bidang Air Be	DJCK	008
1125	22	7	FEASIBILITY STUDIES	600.610.043	Water Related	Kerangka Acuan Kerjasama Pam Jaya dgn PT GDS		008
1126	22	7	FEASIBILITY STUDIES	600.610.045	Water Related	Proposal Thames Water Int'l in ass. with PT KPA for Jatiluhur Water Supply		008
433	23	7	FEASIBILITY STUDIES	600.620.001	Wastewater Relate	Economics of Water and Waste: Case Study of Jakarta	Richard Porter	
434	23	7	FEASIBILITY STUDIES	600.620.002	Wastewater Relate	Survey of PSP in Selected Cities in Indonesia	WASH Report # 387	001
435	23	7	FEASIBILITY STUDIES	600.620.003	Wastewater Relate	Master Plan and Feasibility Study on Wastewater and Solid Waste Managem	WASH Report # 387	
436	23	7	FEASIBILITY STUDIES	600.620.004	Wastewater Relate	Master Plan and Feasibility Study on Wastewater and Solid Waste Managem	WASH Report # 387	
437	23	7	FEASIBILITY STUDIES	600.620.005	Wastewater Relate	Master Plan and Feasibility Study on Wastewater and Solid Waste Managem	WASH Report # 387	
438	24	7	FEASIBILITY STUDIES	600.630.001	Solid Waste Related	Buku Pedoman Masalah Perkotaan dan Lingkungan		001
439	24	7	FEASIBILITY STUDIES	600.630.002	Solid Waste Related	Centralized Toxic & Hazardous Waste Treatment Facility	CH2M Hill Int'l	001
440	24	7	FEASIBILITY STUDIES	600.630.003	Solid Waste Related	Enterprises for the Recycling & Composting of Municipal Solid Waste in Jak	CPIS-HIID	001
441	24	7	FEASIBILITY STUDIES	600.630.004	Solid Waste Related	Jakarta Waste Simple Master Plan	PT SOR	001
442	24	7	FEASIBILITY STUDIES	600.630.005	Solid Waste Related	Wastewater Disposal and Solid Waste Management for Ujung Pandang	Takao Ozaki - JICA	
443	24	7	FEASIBILITY STUDIES	600.630.006	Solid Waste Related	Study on Solidwaste Management System Improvement Project in Jakarta	JICA 1987	001
444	24	7	FEASIBILITY STUDIES	600.630.007	Solid Waste Related	Hazardous Waste Treatment Center for Jabotabek	Dames Moore/PT EN	002
446	24	7	FEASIBILITY STUDIES	600.630.008	Solid Waste Related	Community Involvement in Primary Collection of Solidwaste in 4 Cities in In		
445	24	7	FEASIBILITY STUDIES	600.630.008	Solid Waste Related	Community Involvement in Primary Collection of Solidwaste in 4 cities in In	Yayasan Dian Deas	002
447	24	7	FEASIBILITY STUDIES	600.630.009	Solid Waste Related	Waste Collection Services in Tunisia	USAID/RTI	002
448	25	7	FEASIBILITY STUDIES	600.640.001	Other Infrastructure	Advisory Technical Assistance for Urban Environmental Improvement	Ebasco Environmenta	001
449	25	7	FEASIBILITY STUDIES	600.640.002	Other Infrastructure	Case Study for Urban Infrastructure Operations and Maintenance in Indones	UNCHS (Habitat)	001
450	25	7	FEASIBILITY STUDIES	600.640.003	Other Infrastructure	Environmental Engineering and Design Services on Pollution Control Project	Ebasco Environmenta	001
451	25	7	FEASIBILITY STUDIES	600.640.004	Other Infrastructure	Environmental & Hazardous Waste Services	Ebasco Environmenta	001
452	25	7	FEASIBILITY STUDIES	600.640.005	Other Infrastructure	Environmental program for the Oil and Gas Industry	Ebasco Environmenta	001
453	25	7	FEASIBILITY STUDIES	600.640.006	Other Infrastructure	Infrastructure Bottleneck, Private Provision and Industrial Productivity - Nig	Kyu Sik Lee, Alex An	002
454	25	7	FEASIBILITY STUDIES	600.640.007	Other Infrastructure	Infrastructure Finance: Institutional and Macro Economic Issues	USAID	002
455	25	7	FEASIBILITY STUDIES	600.640.008	Other Infrastructure	Infrastructure Finance: Financing Urban Infrastructure in Less Developed Co	USAID/RHUDO PN-A	002
456	25	7	FEASIBILITY STUDIES	600.640.009	Other Infrastructure	Infrastructure Finance: Roundtable on Urban Infrastructure Financing Vol. 3	USAID/RHUDO PN-A	002
457	25	7	FEASIBILITY STUDIES	600.640.010	Other Infrastructure	Infrastructure Financing & Cost Recovery Options: Int'l Experiences Applica	USAID	002



NO	Main ID	ID	MAIN TITLE	DOCUMENT #	CATEGORY	TITLE	PREPARED BY	BOX NO
458	25	7	FEASIBILITY STUDIES	600.640.011	Other Infrastructure	Lesson to be Learnt from past BOOT Projects		002
459	25	7	FEASIBILITY STUDIES	600.640.012	Other Infrastructure	Measurement and Analysis for Policy, Planning and Project Implementation	Peter Mayling Gardin	
460	25	7	FEASIBILITY STUDIES	600.640.013	Other Infrastructure	Municipal Finance for Environmental Infrastructure Vol 1-2	USAID Project Paper	002
461	25	7	FEASIBILITY STUDIES	600.640.014	Other Infrastructure	New Town: Analysis and Recommendation	Freeport Indonesia	002
462	25	7	FEASIBILITY STUDIES	600.640.015	Other Infrastructure	Privatization by Local Gov't in Reforming Economics	USAID/RHUDO PN-A	
463	25	7	FEASIBILITY STUDIES	600.640.016	Other Infrastructure	PSP in Urban Services in Indonesia: Water Supply, Wastewater and Solidw	RTI	002
464	25	7	FEASIBILITY STUDIES	600.640.017	Other Infrastructure	Rencana Tata Ruang Wilayah Tapanuli Utara 1993/1994		003
465	25	7	FEASIBILITY STUDIES	600.640.018	Other Infrastructure	Report Proposed Loan to RI for CJava and DIY Urban Development Project		
466	25	7	FEASIBILITY STUDIES	600.640.019	Other Infrastructure	Strategy for Infrastructure Development		003
467	25	7	FEASIBILITY STUDIES	600.640.020	Other Infrastructure	Urban Impacts on the Coastal Zone of Developing Countries: Problem Identi		003
468	25	7	FEASIBILITY STUDIES	600.640.021	Other Infrastructure	Urban Infrastructure and the Urban Poor: Measurement and Analysis for Po		003
469	25	7	FEASIBILITY STUDIES	600.640.022	Other Infrastructure	Urban Public Infrastructure Services Vol 1-2		003
470	25	7	FEASIBILITY STUDIES	600.640.022	Other Infrastructure	Self Help for Local Governments	EPA	003
471	25	7	FEASIBILITY STUDIES	600.640.023	Other Infrastructure	Survey on PSP in Selected Cities in Indonesia		003
472	25	7	FEASIBILITY STUDIES	600.640.024	Other Infrastructure	Self Help Guide for Local Governments		003
473	25	7	FEASIBILITY STUDIES	600.640.025	Other Infrastructure	Institutional Options for Provision Infrastructure	WB Discussion #22	
474	25	7	FEASIBILITY STUDIES	600.640.026	Other Infrastructure	Bandung-Semarang PSP in Urban Dev. - Inception Rpt.		
475	25	7	FEASIBILITY STUDIES	600.640.027	Other Infrastructure	Urban Public Infrastructure Services	World Bank	003
476	25	7	FEASIBILITY STUDIES	600.640.028	Other Infrastructure	Feasibility Study Eastern Sector	World Bank	
1044	25	7	FEASIBILITY STUDIES	600.640.029	Other Infrastructure	Evaluation of the BOT Program	USAID Philippines	004
1045	25	7	FEASIBILITY STUDIES	600.640.030	Other Infrastructure	Infrastructure Services Project Phase I (CIDA Project)	PT Hickling Indonesia	004
1050	25	7	FEASIBILITY STUDIES	600.640.031	Other Infrastructure	Studi Kelayakan mitra usaha BKAM Karang Pilang III	PT Arfiss & PT Agum	004
1068	25	7	FEASIBILITY STUDIES	600.640.032	Other Infrastructure	Infrastructure Services Project, Phase I Indonesia	CIDA	004
1124	25	7	FEASIBILITY STUDIES	600.640.033	Other Infrastructure	FS Mgt Operation & maintenance of distribution eastern sector	PT KPA	004

**APPENDIX F**  
**INVENTORY REPORT**

Last Update : 10/31/1999

# PURSE Commodity Procurement Inventory

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Office Equipment									
Typewriter Panasonic KX-R305	1	Daisy wheel printing 10 characters/second Max paper width: 12" Multiple pitch (10, 12) On line correction memory	For completion of forms & typing labels	Indonesia	Japan	\$181.59	11/3/93	Good	0021/93
Facsimile machine Panafax-UF300	1	Desktop transceiver Digital modem speed Plain paper inkjet printer 12 second transmission speed Error correction mode Auto document feeded Transmission verification stamp A4, Legal papers Auto dialer/redialer Mem/transmission/retransmission Programs keys	To conduct business communications with USAID, GOI & other PURSE contacts	Indonesia	Japan	\$2,147.68	5/10/93	Good	0102/93
Key Telephone Panasonic Super/A512	12 extensio	Intercom speech path Auto speed dial/redial Handfree intercom Cabling method Battery backup time	To conduct business communications with USAID, GOI & other PURSE contacts	Indonesia	Japan	\$3,465.29	5/3/93	Good	0101/93
Key Telephone	1 set	Key Telephone A-824 (6-6), with : 1 Main unit, 1 battery,6 pcs Telph	To conduct business	Indonesia	Japan	\$2,776.23	06/26/95	Good	0772/95
Filing Cabinets Yamanaka	4 4	4 drawer file cabinets 2 drawer file cabinets	To store project files To store project files	Indonesia Indonesia	Indonesia Indonesia	\$1,500.00 \$260.62	5/25/93 5/25/93	Good 3 Good;1damage	0123/93 0123/93
Filing Cabinets Alba	7 1	4 drawer file cabinets 3 drawer file cabinets	To store project files To store project files	Indonesia Indonesia	Indonesia Indonesia	\$1,024.31 \$119.32	07/24/95 07/24/95	Good Good	848/95 848/95

Last Update : 10/31/1999

## PURSE Commodity Procurement Inventory

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Yamanaka	3	4 drawer file cabinets	To store project files	Indonesia	Indonesia	\$435.72	12/27/40	Good	2298/97
	1	4 drawer file cabinets	To store project files	Indonesia	Indonesia	\$110.33	02/12/97	Good	2046/97
Stapler MAX Model 1217 L	1	All size staples	To bind project reports	Indonesia	Indonesia	\$87.60	10/03/94	Broken	0247/94
Refrigerator Mitsubishi MR-132	1	Single door, top rack, freezer. 50 watts power consumption	To keep medicines & refreshments (Office)	Indonesia	Japan	\$329.00	5/12/93	Good	0107/93
Coffea Maker National NC 641E	1	Completed with mixer bottle	To crush/mix coffea	Indonesia	Indonesia	\$106.18	5/12/93	Good	0107/93
Vacuum Cleaner Rowenta RU-05	1	Flexible hose w/ suction regulator 19 litre barrel Carpet and floor nozzle upholstery nozzle, exhaust air 800 watts power consumption	Office carpet cleaning	Indonesia	Germany	\$598.00	5/12/93	Good	0107/93
Binding Machine IBICO , PB -21	1	Paper hole punch 22 hole punch 22 slot binding capability	Report Preparation & Binding	Indonesia	Germany	\$400.00	08/16/93	Good	0291/93
Computers and Related Equipment									
Computer Kronus Legend		Processor 486DX/33 200 MB removeable Harddisk 256 cache memory 8 MB RAM (up-graded to be 32 MB RAM)	For accounting & budget preparation FKJ	Indonesia	USA/ Indonesia	\$2,897.08	8/31/93	Good	0109/93
		1.44 MB floppy drive Super VGA monitor Six-16 bit and two 8-bit ISA slots							
		200 watts power supply 101 keys keyboard MS DOS 5.0 original							

Last Update : 10/31/1999

# PURSE Commodity Procurement Inventory

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
		Mouse - 400 dpi with 3 button							
Computers	1	Processor Pentium 100 Model 210 2 x 1.44 MB FDD Monitor 14 SBM MS DOS 5.0 Original Mouse Pad	Preparation of project reports, manuals and other documents. Server	Indonesia	USA/ Indonesia	\$1,625.17	10/31/94	Good	0269/94
Computers	4	Processor 80486DX4-100 8 MB RAM (up-graded to be 32 MB RAM) 200 MB Harddisk (removeable) 101 keys keyboard Mouse Super VGA monitor (1024x768) 1 serial; 1 parallel, 1 mouse Modem(for emails) & keyboard ports 1.44 MB floppy disk drive 3 1/2" 512 KB VGA card Cache memory	Preparation of project reports, manuals and other documents. IYH,NR(Broken),ADP,TPD	Indonesia	USA/ Indonesia	\$10,400.00	8/31/93	Good  2 Tsf to GOI (09/18/98) (\$5,200.00)	0385/93
Computers	4	Processor 80486DX4-100 8 MB RAM (up-graded to be 32 MB RAM) 100 MB Harddisk ( 2 comp. add 210 MB)	Preparation of project reports, manuals and other documents.	Indonesia	USA/ Indonesia	\$7,700.00	8/31/93	Good	0385/93
		101 keys keyboard Mouse Super VGA monitor (1024x768)-Broken 1 serial; 1 parallel, 1 mouse Modem(for emails) & keyboard ports 1.44 MB floppy disk drive 3 1/2" 512 KB VGA card Cache memory	MT,BHP,SAF,AH						

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DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Computers	2	Processor 80486DX4-100 16 MB RAM (up-graded to be 32 MB RAM) 100 MB & 300 MB Harddisk 101 keys keyboard Super VGA monitor (1024x768) 1 serial; 1 parallel, 1 mouse Modem(for emails) & keyboard ports Mouse 1.44 MB floppy disk drive 3 1/2" 1.22 MB floppy disk drive 5 1/2" 512 KB VGA card Cache memory	Preparation of project reports, manuals and other documents. WJP,AR	Indonesia	USA/ Indonesia	\$4,000.00	8/31/93	Good	0385/93
Computers	1	Processor 80486DX4-100 16 MB RAM (up-graded to be 32 MB RAM) 210 MB Harddisk (removeable) 101 keys keyboard Super VGA monitor (1024x768) 1 serial; 1 parallel, 1 mouse Modem(for emails) & keyboard ports 420dpi high resolution 3-button mouse Dual 1.44 MB floppy disk drive 3 1/2" 256KB external /8K Internal cache	Preparation of project reports, manuals and other documents. PH	Indonesia	USA/ Indonesia	\$2,033.27	8/19/94	Good	0150/94
		Upgradeable Processors MS-DOS 5.0							
Computers	2	Processor 486DX2/100 16 MB RAM (up-graded to be 32 MB RAM) 210 MB Harddisk (removeable)	Preparation of project reports, manuals and other documents.	Indonesia	USA/ Indonesia	\$4,387.94	08/02/95	Good	887/95
		101 keys keyboard Super VGA monitor 14" ACM	BHP(VV), JJS (Broken)					1TsfGOI(09/18/98) (\$2,193.97)	
Computer	1	Processor P100	Server						
	1	Monitor TVM 14"	SAF	Indonesia		\$94.29	03/27/98	Good	3155/98

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DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Computer Software/ Other Additions		Microsoft Excel 4.0	For spreadsheets	Indonesia	USA	\$500.00	5/15/93	Good	0110/93
		Microsoft Word 2.0	For wordprocessing	Indonesia	USA	\$539.00			
		Mircosoft Project	For Project management	Indonesia	USA	\$475.00	8/01/94		0122/94
		Windows 3.1	Operating System	USA	USA	*			
		WordPerfect 5.2 for Windows	For wordprocessing	USA	USA	\$1,489.00			
		WordPerfect 6.0 for Windows	For wordprocessing	Indonesia	USA	\$275.00	09/12/94		0155/94
		Word Perfect 6.0 for Dos	For wordprocessing	USA	USA	\$225.00			
		Solomon Accounting Software	For wordprocessing	USA	USA	\$900.00			
		Foxbase Windows	For database	USA	USA	\$309.00			
		Lotus 123 for DOS version 2.4	For spreadsheets	USA	USA	*			
		Lotus 123 for Windows V. 1.1	For spreadsheets	USA	USA	\$2,466.00			
		Lotus 123 for windows V.5.0	For spreadsheets	Indonesia	USA	\$150.00	09/12/94		0155/94
		Lotus Aproach for Windows V.3.0	For Database	Indpnesia	USA	*			
		MS-DOS 5.0	Operating system	USA	USA	*			
		Novell	Local Area Network	Indonesia	USA	\$2,487.98	09/01/94		0075/94
		Lotus Freelance, Organizer	For spreadsheets	USA	USA	\$236.73	10/11/94		0227/94
		Visio V.3.0 For Windows	For spreadsheets	Indonesia	USA	\$226.97	11/18/94		0309/94
		Office for Windows V.4.0	For wordprocessing	Indonesia	USA	\$577.18	03/23/95		0577/94
		Macs-Datavisio 01	For spreadsheet	Indonesia	USA	\$115.50	03/23/95		0583/94
	1	Modem , Hayes	For E Mail	Indonesia	USA	\$215.03	03/28/95	Broken	0598/94
	1	Modem , Hayes	For E Mail	Indonesia	USA	\$219.56	03/31/95		0615/95
		Ethernet card, Sim Ram 4m addition		Indonesia	Indonesia	\$540.06	08/22/95		889,908/95
		Installation LAN 9th floor	Local Area Network	Indonesia	Indonesia	\$651.28	07/28/95		846/95
	1	Modem, US Robotics 33,6	For E-mail	Indonesia	USA	\$179.86	10/31/97		2751/97
	1	MS Windows 95 & MS Office'97	For project activities	Indonesia	USA	\$850.00	03/04/99	good	12/98
Everex NoteBook Computer	2	Proccessor 80386 4 MB RAM 82 MB Harddisk 84 key Keyboard	Preparation of Project docs.	USA	USA	\$4,606.00		Broken	
		1,4 MB Floppy Disk VGA Monitor							

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**PURSE Commodity Procurement Inventory**

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Dell NoteBook Computer	1	Dell Latitude 450 MCX 8 MB RAM, 1 MB VRAM 3.5" FDD, 340 MB HDD 2 X NIMH Batteries, Adaptor Carrying Case Dos 6.3, Windows for workgroup	Preparation of Project Report	Indonesia	USA	\$3,968.62	12/01/94	Good	0346/94
Texas Ins. Note Book Travelmate 6030	1	CPU Pentium 133Mhz 16MB Ram Memory 12.1" TFT Color Active Matrix 1.35GB Hard Disk- 1.44 MB Floppy Drive 6x Speed CD Rom - 16 Bit Sound Card Carrying Case	Demo Project Work Facility	USA	USA	\$4,545.45	11/12/96	Good	1847/96
Printer Hewlet Packard LaserJet 4	1	Eight page/min laser print engine 600 dpi printing resolution 45 internal scalable fonts 2MB memory (extended to 4MB) 4 SIMM slots/Macintosh PS interface Multipurpose paper tray (A4, Letter) PCL 5 printer language	For professional printing of computer documents	Indonesia	USA	\$1,800.00	02/17/93	Good	0007/93
Printer Hewlet Packard PaintJet XL300	1	8 MB Memory Board Jet Direct LJ 4Plus	For professional printing of computer documents, graphics, presentations	Indonesia	USA	\$3,578.25	09/08/94	Good	0136/94
Printer Hewlet Packard LaserJet 4	1	Interchangeable paper cassette 600 dpi printing resolution 4MB memory (extended to 68MB) 4 SIMM slots/Macintosh PS interface	For professional printing of computer documents, graphics, presentations	Indonesia	USA	\$2,160.22	08/02/95	Good (stolen)	887/95



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## PURSE Commodity Procurement Inventory

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
		35 scalable intellifont typefaces							
Projection Panel ASK Campus Type 300	1	Laser Pointer MP 1800 Carrying Case	Presentation of FAM	Indonesia	USA	\$3,246.75	11/12/96	Good Pointer (missing)	1811/96
Screen Overhead	1	3M Size 70"	For Presentation	Indonesia	USA	\$190.62	09/15/94	Good	0166/94
Vehicles									
Toyota Kijang Utility Vehicles	2	Utility 4 wheel drive Central door lock, power windows Full A/C, Radio/tape, digital clock	For transportation of PURSE team staff to meetings with GOI,	Indonesia	Japan/ Indonesia	\$26,000.00	12/28/93	Good	
		Safety belts Radial tyres	USAID and private firms.						
Office Furniture									
Haradiran Associates	1	Director's Sungkai wood desk (200x174x74cm) - 1	AH	Indonesia	Indonesia	\$9,878.00		Good	0106/93
	1	Sungkai wood credenza (3.40m long)	AH					Good	
	4	Advisor's Sungkai wood desk (180x90x74cm)	ADP,PH,TPD,MT					Good	
	1	Sungkai wood credenza (2.40m long)						Good	
	1	Advisor Sungkai wood desk (160x80x74cm)	MT					Good	
	1	Sungkai wood credenza (2m long)	MT					Good	
	1	Sungkai wood conference table	CONF					Good	
Haradiran Associates	8	Laminated staff desks (5 Good;3 tsf GOI)	NN,NR,SAF,VV,BackOff	Indonesia	Indonesia	\$13,882.00	06/09/95	3 Tsf (\$358.53)	
	2	Laminated staff credenzas	NN,NR				08/16/95	Good	
	4	Advisors chairs	WJP,AH,ADP,TPD					Good	
	14	Visitors chairs						Good	
	14	Conference chairs						Good	
	5	Staff chairs						4 Tsf (478.04)	

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# PURSE Commodity Procurement Inventory

DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
	1	White board cabinet						Good	
	4	Reception chairs						Good	
	1	Sofa + chair set (COP office)						Good	
Studio D-23	1	Bookshelves (built-in)	Lybrary	Indonesia	Indonesia	\$8,183.49		Good	
	1	Storage shelves	CONF					Good	
	2	Credenza	LL,WJP					Tsf To GOI (1)	
	2	Working desk	LL,WJP					Tsf To GOI(1)	
	2	Side desk	LL,WJP					Tsf To GOI(1)	
	1	Working chair						Good	
	1	Guest chair	Office					Good	
	3	Bookshelves (built-in)	ADP,PH,TPD					Good	
Haradiran Associates	6	Working desks with side desk	JJS,ExBHP,FKJ,BD,AR,RE	Indonesia	Indonesia	\$26,329.84		5 Tsf (09/18/98)	0780/95
	1	Wooden filing cabinet , 2 drawers	RECP					Good	0883/95
	2	Book case(full height), big size	AR, FKJ					1 Tsf (09/18/98)	0901/95
	2	Book case(full height), medium size	BHP,JJS					1 Tsf (09/18/98)	
	2	Guest chair and Table (Reception Room)	RECP					Good	
	1	White board	CONF					Good	
PT. Kumia Teknik		renovation conference room		Indonesia	Indonesia	\$1,313.33	03/17/99		
	1	add one working table	EM				to	Good	12/98
	2	filing desk (60X127X27)	Comperence room				04/23/99		
Total Office Equipment						\$168,677.00			
Staff Housing Move-In/Furniture Allowance									
Converter								Missing	
Filoshima	2	1000 volt AC/DC 110/220	Home Use (CMW)	Indonesia		\$170.00		Missing	
Lamps	1	-	Home Use (CMW)	Indonesia		\$136.26		Broken	
Vacum Cleaner	1	Completed with dush brush	Home Use (CMW)	Indonesia		\$175.00		Good-Office	
Dryer - Candy	1	C 57R	Home Use (CMW) - TPD	Indonesia		\$495.62	10/21/94	Tsf GOI 25/8/98	0256/94
Washer - Modena	1	FL 605	Home Use (CMW) - TPD	Indonesia		\$576.30	10/19/94	Tsf GOI 25/8/98	0249/94

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DESCRIPTION	NUMBER	SPECIFICATIONS	INTENDED USE	SOURCE	ORIGIN	COST	PURCHASED	CONDITION	BATCH #
Converter	1	1500 volt AC/DC 110/220	Home Use (JJS)	Indonesia	Japan	\$125.00		Missing	
Converter	1	1000 volt AC/DC 110/220	Home Use (JJS)	Indonesia	Japan	\$85.00		Missing	
Fan	1	-	Home Use (JJS)	Indonesia		\$125.00		Good (BHP)	
Lamp	1	-	Home Use (JJS)	Indonesia	Indonesia	\$450.00		Good (BHP)	
Washer - Modena	1	FL 605	Home Use (JJS)	Indonesia	Indonesia	\$576.30	10/19/94	Tsf GOI 25/8/98	0249/94
Dryer - General El.	1	DOG - 7280	Home Use (JJS)	Indonesia	Indonesia	\$714.62	10/19/94	Tsf GOI 25/8/98	0249/94
Gas Bottle	1	12 Kgs	Home Use (JJS)	Indonesia	Indonesia	\$82.99	10/19/94	leakage(Landlord)	0242/94
Washer	1	General Electric WISR 106	Home Use (WJP)	Indonesia		\$735.95	08/04/97	Tsf GOI 25/8/98	2520/97
Dryer	1	-	Home Use (WJP)	Indonesia		\$1,300.00	08/28/94	Tsf GOI 25/8/98	
Refrigerator	1	-	Home Use (WJP)	Indonesia		\$661.93	08/28/93	Broken	
Converter	1	1500 volt AC/DC 110/220	Home Use (MC)	Indonesia	Japan	\$125.00		Missing	
Converter	1	1000 volt AC/DC 110/220	Home Use (MC)	Indonesia	Japan	\$85.00		Missing	
Washer/Dryer	1	-	Home Use (MC)	Indonesia		\$1,300.00	08/28/93	Tsf GOI 12/8/96	
Refrigerator	1	-	Home Use (MC)	Indonesia		\$600.00	08/28/93	Tsf GOI 12/8/96	
Fan	-	-	Home Use (MC)	Indonesia		\$125.00		Good	
Lamp	-	-	Home Use (MC)	Indonesia	Indonesia	\$250.00		Missing	
Converter	-	1500 volt AC/DC 110/220	Home Use (UEA)	Indonesia	Japan	\$125.00		Missing	
Converter	-	1000 volt AC/DC 110/220	Home Use (UEA)	Indonesia	Japan	\$85.00		Missing	
Fans	-	-	Home Use (UEA)	Indonesia		\$125.00		Missing	
Lamps	-	-	Home Use (UEA)	Indonesia	Indonesia	\$250.00		Missing	
Total Household Furnishing						\$9,479.97			
TOTAL TO DATE #)						\$178,156.97			